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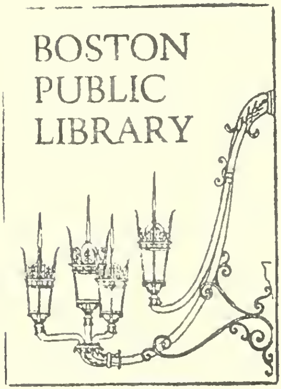

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Corcoran, Mullins, Jennison, Inc.

COLUMBIA POINT PENINSULA PROPOSAL

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Initial qualification submission to:

Columbia Point Task Force
Boston Housing Authority
Boston Redevelopment Authority

Columbia
Point
C 53
CP

CORCORAN, MULLINS, JENNISON, INC.

October 18, 1983

Robert Ryan, Director
Boston Redevelopment Authority
One City Hall Plaza
Boston, MA 02201

Dear Mr. Ryan:

Corcoran, Mullins, Jennison, Inc. is pleased to submit this letter of interest as our initial proposal requirement for the Columbia Point Peninsula development project.

Corcoran, Mullins, Jennison, Inc. has assembled a well qualified and experienced development team with proven expertise in the design, development and construction of multi-family, mixed-income housing. As you will see by the attached companies' resumes, all have had experience in working with a variety of financial, governmental and non-governmental agencies. This experience and knowledge of the various agencies will assure that the development process of Columbia Point will be thorough and move expeditiously.

The development team consists of the following:

Developer-Corcoran, Mullins, Jennison, Inc.
Manager-CMJ Management Company
Contractor-CMJ Construction Corp.
Architect-Goody, Clancy and Associates
Landscape Architect-Carol R. Johnson Associates
Master Site Planner-Sasaki Associates
Community Planner-Stockard and Engler, Inc.
Langley Keyes
Engineer-H.W. Moore Associates, Geotechnical Consultants
David M. Berg, Inc.
Legal-Goodwin, Procter, and Hoar, Edward W. Brooke

The principal in charge is Joseph Corcoran. The chief contact person is Nadine Range-Wiley.

One Heritage Drive, Quincy, MA 02171 (617) 328-3100
1111 30th Street, N.W., Washington, D.C. 20007 (202) 342-9557

We look forward to your review of this initial submission and the opportunity to work with you on this venture.

Sincerely,

Nadine Range-Wiley

Nadine Range-Wiley
Development Coordinator

TABLE OF CONTENTS

Letter of Interest

Table of Contents

1. Corcoran, Mullins, Jennison, Inc., Developer

    Narrative
    Completed Developments-Chart 1D
    Development Teams-Chart 2D
    Development Projects Financial Information-Chart 3D
    Projects Pending/Under Construction-Chart 4D
    Exhibits

2. CMJ Management Company, Manager

    Narrative
    Property Managed Under CMJ Accounts-Chart 1M
    Property Managed Under Other Accounts-Chart 2M
    Exhibits

3. CMJ Construction Corporation, Contractor

    Narrative
    Statement of Bonding Capacity
    References
    Contractor's Development Information-Chart 1C
    Contractor's Other Develpments-Chart 2C
    Projects Pending/Under Construction-Chart 3C
    Affirmative Action Information
    Equal Opportunity Accomplishments

4. Goody, Clancy and Associates, Inc. Architects

    Narrative
    GSA Forms. 254, 255
    Previous Experience Exhibits
    Projects Pending/Under Construction
    Affirmative Action Information

5. Carol R. Johnson Associates, Landscape Architect

    Narrative
    GSA Forms, 254, 255
    Previous Experience Exhibits
    Projects Pending/Under Construction
    Affirmative Action Information

6. Sasaki Associates Architect, Master Site Planner

    Narrative
    GSA Forms 254, 255
    Previous Experience Exhibits
    Projects Pending/Under Construction
    Affirmative Action Information

TABLE OF CONTENTS (continued)

7. Stockard and Engler, Inc., Community Planner

    Narrative
    Previous Experience
    Projects Pending/Under Construction
    Langley Keyes, Consultant Information

8. Engineer

    Narrative
    H.W. Moore Associates
    Geotechnical Consultants of Massachusetts, Inc.
    David M. Berg, Inc.

9. Lawyer

    Goodwin, Procter, and Hoar
    Edward W. Brooke

10. Financial and credit information

DEVELOPER QUALIFICATIONS

Corcoran, Mullins, Jennison, Inc.

CORCORAN, MULLINS, JENNISON, INC.

Corcoran, Mullins, Jennison, Inc. (CMJ) is a Massachusetts real estate development firm with a demonstrated track record in housing development.

Founded in 1971, CMJ has established a national reputation for our diversified approach to housing development and our standards for high quality design and construction of all its developments.

In the past ten years, the company has developed over 4000 units of housing valued in excess of $200 million. This includes conventional and subsidized apartments, and luxury condominiums.

We are uniquely qualified to undertake the challenge of redeveloping Columbia Point because of our extensive experience in developing viable mixed-income communities. We have earned national recognition for our pioneer efforts in developing Queen Anne's Gate in Weymouth, one of the first apartment complexes in the country to have market rate and subsidized tenants living side by side.

CMJ's ability to successfully turn around large troubled public housing projects has also been cited nationally. An example of this expertise can be seen by The Villages at Montpelier in Laurel, Maryland. This luxury apartment community was once a HUD owned foreclosure and an abandoned housing project before CMJ acquired the property from HUD and transformed it into a highly sought after mixed-income housing complex. The original tenants of The Villages at Montpelier (formerly South Laurel Apartments) have been successfully integrated into the new community.

CMJ has a solid basis of experience in working closely with tenant organizations during the development process. During the turnaround effort in Lynn, Massachusetts, the King's Lynne Residents Council (KLRC) participated as co-owners of the general partnership, all phases of design review and development, as well as the planning of social services and management policy.

Believing that a strong, unified and articulate tenant organization is a vital part of successful turnaround efforts, CMJ went beyond the basic legal relationship to provide financial and organizational support for the KLRC.

The success of this partnership is current and on-going and CMJ is now applying the expertise developed during these years to its new tenant partnership in Lynn with the Quaker Meadows Residents Council as part of the redevelopment of another two distressed projects there.

THROUGHOUT ALL ITS DEVELOPMENT ACTIVITIES, CORCORAN, MULLINS, JENNISON, INC., HAS NOT EXPERIENCED ANY FINANCIAL ASSIGNMENT OR FORECLOSURE. NONE OF ITS DEVELOPMENTS ARE UNDER A WORKOUT ARRANGEMENT, NOR HAS BANKRUPTCY BEEN DECLARED BY ANY OF ITS DEVELOPER ENTITIES OR PRINCIPALS THEREOF. CMJ HAS NOT BEEN FOUND LIABLE FOR FINANCIAL IRREGULARITIES RELATING TO ITS PROJECTS IN ANY LITIGATION, OR FOR CONSTRUCTION DEFECTS TOTALLING MORE THAN 5% OF TOTAL DEVELOPMENT COSTS OF THESE PROJECTS.

CHART 1D

COMPLETED DEVELOPMENTS

Development	Location	Units	Ownership	Bldg structure	Size	Cost	Income level
The Villages at Montpelier	Laurel, MD	520	private rental	garden style masonry	204- 1BR 256- 2BR 48- 3BR 12- 4BR	$23,000,000	family, mixed
King's Lynne	Lynn, MA	441	private rental	garden, townhouses wood frame and masonry	188- 1BR 72- 2BR 52- 2BR TH 89- 3BR 27- 4BR 13- 4BR/Den	$21,000,000	family, mixed
Queen Anne's Gate	Weymouth, MA	434	private rental	garden, townhouses wood frame and masonry	19- 0BR 113- 1BR 102- 2BR 12- 2BR TH 24- 3BR 8- 4BR	$12,000,000	family, mixed
Salem Heights	Salem, MA	285	private rental	10 & 11 towers structural steel frame	97- 1BR 188- 2BR	$ 9,800,000	elderly, family low and moderate
Cobble Hill Apartments	Somerville, MA	224	private rental	5&6 stories	190- 1BR 34- 2BR	$13,000,000	elderly and family low and moderate

CHART 1D-2

COMPLETED DEVELOPMENTS

Development	Location	Units	Ownership	Bldg. Structure	Size	Cost	Income
Keystone Apartments	Dorchester, MA	223	private rental	5 stories reinforced concrete rehab	3- 0BR 188- 1BR 32- 2BR	$10,500,000	elderly low and moderate
Lower Mills Apartments	Dorchester, MA	183	public BHA turnkey	7 stories structural steel	169- 1BR 14- 2BR	$ 4,750,000	elderly
Ramblewood Apartments	Holbrook, MA	170	private rental	garden style townhouses wood frame	114- 1BR 30- 2BR 13- 2BR TH 13- 3BR TH	$ 9,400,000	elderly and family low and moderate
Sea Pines Condominiums	Brewster, MA	151	private ownership	duplexes ranch, saltboxes, cape style wood frame	1,2,3,4 BR	$10,200,000	market
Millbrook Square Apartments	Arlington, MA	146	private rental	5 stories masonry wall	137- 1BR 9- 2BR	$ 8,000,000	elderly low and moderate

CHART 1D-3
COMPLETED DEVELOPMENTS

Development	Location	Units	Ownership	Bldg.Structure	Size	Cost	Income
Savin Hill Apartments	Dorchester, MA	132	private rental	five stories reinforced concrete rehab	120- 1BR 9- 2BR 3- 3BR	$ 7,000,000	elderly low and moderate
Ocean Edge Condos	Brewster, MA	130 Phase I completed	private ownership	attached, detached, townhouses wood frame	1,2,3,4, BR	$21,000,000	market
Codman Apartments	Dorchester, MA	103	public BHA turnkey	7 stories structural steel	89- 1BR 14- 2BR	$ 3,775,000	elderly
The Englewood	Dorchester, MA	103	public BHA turnkey	4 and 6 stories structural steel	97- 1BR 6- 2BR	$6,400,000	elderly
Westborough Country Village	Westborough, MA	87	private rental	3 and 4 stories concrete slabs on steel joists	78- 1BR 9- 2BR	$ 2,800,000	elderly low and moderate

CHART 1D-4
COMPLETED DEVELOPMENTS

Development	Location	Units	Ownership	Bldg structure	Size	Cost	Income	
Squamscott View Apartments	Exeter, NH	85	public Exeter Housing Authority turnkey	3 stories masonry	81- 1BR 4- 2BR	$ 4,300,000	elderly	
The Hill at Furnace Brook	Quincy, MA	39	private rental	masonry	3 1BR 36 2BR	$ 1,500,000	market	
Cobble Hill Center	Somerville, MA	N/A	private leased	wood frame	12,000 sq. ft.	$ 1,100,000	commercial	
Riddlebrook Apartments	Douglas, MA	41	private rental	wood frame	38- 1BR 3- 2BR	$1,850,000	elderly low	

CHART 2D
DEVELOPMENT TEAMS

Development	Manager	Contractor	Architect	Landscape Arch	Engineer	Lawyer	Community/Tenant Participation
The Villages at Montpelier	CMJ Management Company	CMJ Construction Corp.	Sasaki Associates	Todd & Gagne Greenhorn & O'Mara	C-Bill Moore S-Greenhorn M-Ginns, Dubin E-CMJ/Muirkirk *note	O'Connor and Hannan	Pumpkin Hill Tenants Association
King's Lynne	CMJ Management Company	Corcoran Construction	Claude Miquelle Associates	Homer K. Dodge	C-Jim Haley S-Miquelle M-S. Levenson E-Shapiro	Goodwin, Procter, and Hoar (GPH)	King's Lynne Tenants Council-Co-partners
Queen Anne's Gate	CMJ Management Company	Corcoran Construction	Claude Miquelle Associates	Todd & Gagne	C-Jim Haley S-Miquelle M-Atkinson/ Scholter	GPH	N/A
Salem Heights	CMJ Management Company	Peabody Construction	Smith, Sellew, Doherty	Smith, Sellew Doherty	C-Jim Haley S-David Berg M-Shooshanian	GPH	N/A
Cobble Hill Apartments	CMJ Management Company	Macomber Construction	Donham and Sweeney	Todd & Gagne	C-Bill Moore S-Donald Tsiang M-Atkinson & Scholter E-Verne Norman	GPH	Cobble Hill Neighborhood Association

*Note-C stands for civil/site engineer, S-structural, M-mechanical, and E-electrical

CHART 2D-2
DEVELOPMENT TEAMS

Development	Manager	Contractor	Architect	Landscape Arch	Engineer	Lawyer	Community/Tenant Participation
Keystone Apartments	CMJ Management Company	Sydney Construction	Strekalovsky and Holt	Homer K. Dodge	C-Jim Haley S-Weaver M-S. Levenson E-Verne Norman	GPH	Cedar Grove Tenants Association
Lower Mills Apartments	Turnkey for BHA	Peabody Construction	Smith, Sellew, Doherty	N/A	C-Jim Haley S-Peabody Construction M-same above E-same above	GPH	N/A
Ramblewood Apartments	CMJ Management Company	CMJ Construction Corp.	Claude Miquelle Associates	Homer K. Dodge	C-Bill Moore S-Wayne Weaver M-Atkinson/ Scholter E-Verne Norman	GPH	N/A
Sea Pines Condominiums	CMJ Management Company	CMJ Construction Corp.	Sasaki Associates	Todd and Gagne	C-Bill Moore S,M,E by CMJ Construction	GPH	N/A
Millbrook Square Apartments	CMJ Management Company	CMJ Construction Corp	Hugh Adams Russell	Francis Spinks Todd and Gagne	C-Bill Moore S-Wayne Weaver M-Atkinson/ Scholter E-Verne Norman	GPH	Arlington Residents For Reasonable Development

CHART 2D-3
DEVELOPMENT TEAMS

Development	Manager	Contractor	Architect	Landscape Arch.	Engineer	Lawyer	Community/Tenant Participation
Savin Hill Apartments	CMJ Management Company	CMJ Construction Corp.	Strekalovsky & Hoit	Todd & Gagne	C-Bill Moore S-Dave Berg Assoc. M-Atkinson/Scholter E-Verne Norman	Goodwin, Procter, and Hoar (GPH)	Savin Hill Civic Association
Ocean Edge Condos	CMJ Management Company	CMJ Construction Corp.	Sasaki Associates	Todd & Gagne	C-Bill Moore	Goodwin, Procter, and Hoar (GPH)	N/A
Codman Apartments	Turnkey for Boston Housing Authority	Peabody Construction	George Earl Ross	N/A	C-Bill Moore S,M & E: Design build by Peabody Construction Corp.	Goodwin, Procter, and Hoar (GPH)	Dorchester YMCA
The Englewood	Turnkey for Boston Housing Authority	CMJ Construction Corp.	Strekalovsky & Hoit	Todd & Gagne	C-Bill Moore S-Engineers Design Group M-Atkinson/ Scholter E-Verne Norman	Goodwin, Procter, and Hoar (GPH)	Mass Fair Share St. Mark's Parish
Westborough Country Village	CMJ Management Company	Corcoran Construction Corp.	Smith, Sellew, Doherty	Homer Dodge Assoc.	C-Edwards & Kelsey/ Jim Haley S-Dave Berg Assoc M-S, Levenson E-Verne Norman	Gerard Dougherty	Westborough Council on Aging

CHART 2D-4
DEVELOPMENT TEAMS

Development	Manager	Contractor	Architect	Landscape Arch.	Engineer	Lawyer	Community/Tenant Participation
Squamscott View Apartments	Exeter Housing Authority Turnkey	CMJ Construction Corp.	Strekalovsky & Holt	Todd & Gagne	C-Bill Moore S-Dave Berg Assoc. M-Atkinson/ Scholter E-Verne Norman	Goodwin, Procter, and Hoar (GPH)	Built for Exeter Housing Authority
Cobble Hill Center	CMJ Management Company	Macomber Construction	Donham and Sweeney	Todd & Gagne	C-Bill Moore M-Atkinson/ Scholter E-Verne Norman	Goodwin, Procter, and Hoar (GPH)	Cobble Hill Neighborhood Association
Riddlebrook Apartments	CMJ Management Company	CMJ Construction Corp.	Strekalovsky & Holt	Todd & Gagne	C-Bill Moore M-Atkinson/ Scholter E-Verne Norman	Goodwin, Procter, and Hoar	N/A

CHART 3D
DEVELOPMENT PROJECTS FINANCIAL INFORMATION

Development	Financing *	Current interest	Litigation pending/adjusted	Financial default	Mortgage assignmt workout agreemt	Foreclosure	Bankruptcy	R.E.Tax delinquencies
The Villages at Montpelier	C - ~~MHFA~~ Sec 103 P - ~~MHFA~~ GNMA Section 8	General Partner	None	None	None	None	None	None
King's Lynne Apartments	C - MHFA P - MHFA Section 13a/707	Co-general Partner	None	None	None	None	None	None
Queen Anne's Gate	C - MHFA P - MHFA Section 13a/707	General Partner	None	None	None	None	None	None
Salem Heights	C-MHFA P - CNMA/Hud Insured 236	General Partner	None	None	None	None	None	None
Cobble Hill Apartments	C - MHFA P - GNMA/Hud Insured Section 8	General Partner	None	None	None	None	None	None

* Note C - Construction P - Permanent

CHART 3D - 2
DEVELOPMENT PROJECTS FINANCIAL INFORMATION

Development	Financing	Current Interest	Litigation pending/adjusted	Financial default	Mortgage assignm workout agreemt	Foreclosure	Bankruptcy	R.E. Tax delinquencies
Keystone Apartments	C - MHFA P - GNMA/Hud Insured Section 8	General Partner	None	None	None	None	None	None
Lower Mills Apartments	C - MHFA P - Public Housing	Sold to BHA	None	None	None	None	None	None
Ramblewood Apartments	C - MHFA P - GNMA/ Hud Insured Section 8	General Partner	None	None	None	None	None	None
Sea Pines Condominiums	C - Conventional P - Sale to individual owners	Private Owners	None	None	None	None	None	None
Millbrook Square Apartments	C - MHFA P - GNMA/Hud Insured Section 8	General Partner	None	None	None	None	None	None

CHART 3D - 3
DEVELOPMENT PROJECTS FINANACIAL INFORMATION

Development	Financing	Current interest	Litigation pending/adjusted	Financial default	Mortgage assignmt workout agreemt	Foreclosure	Bankruptcy	R.E. Tax delinquencies
Savin Hill Apartments	C - MHFA P - MHFA Section 8	General Partner	None	None	None	None	None	None
Ocean Edge Condominiums	C - Conventiona P - Sale to Individual owners	Sales Program	None	None	None	None	None	None
Codman Apartments	C - MHFA P - Public Housing	Sold to BHA	None	None	None	None	None	None
The Englewood	C - MHFA P - Public Housing Turnkey	Sold to BHA	None	None	None	None	None	None
Westborough Country Village	C - MHFA P - MHFA Section 8	General Partner	None	None	None	None	None	None

CHART 3D - 4
DEVELOPMENT PROJECTS FINANCIAL INFORMATION

Development	Financing	Current Interest	Litigation pending/adjusted	Financial default	Mortgage assignmt workout agreemt	Foreclosure	Bankruptcy	R.E. Tax delinquencies
Squamscott View Apartments	C - Citibank U.S. Trust P - Public Housing Turnkey	Sold to EHA	None	None	None	None	None	None
Riddle Brook Apartments	C - FMHA P - FMHA Section 8	General Partner	None	None	None	None	None	None
The Hill at Furnace Brook	C - Conventional P- Conventional	General Partner	None	None	None	None	None	None
Cobble Hill Commercial Center	C - MHFA P - GNMA/Hud Insured	General Partner	None	None	None	None	None	None

CHART 4b
PROJECTS PENDING/UNDER CONSTRUCTION

DEVELOPMENT	LOCATION	TYPE/UNITS	TYPE OF INVOLVEMENT	STATUS				
QUAKER MEADOWS	LYNN, MA	low and moderate TOWNHOUSE GARDEN APARTMENTS 104 UNITS family	DEVELOPER/ OWNER/ BUILDER/ MANAGER	UNDER CONSTRUCTION 1983 COMPLETION EXPECTED				
BAYSIDE EXPOSITION CENTER	DORCHESTER, MA	300,000 SQ.FT. EXPOSITION CENTER	DEVELOPER/ OWNER	UNDER CONSTRUCTION 1983 COMPLETION				
THE VILLAGE AT FAWCETT'S POND	HYANNIS, MA	GARDEN STYLE 100 UNITS Section 8 elderly	DEVELOPER/ OWNER/ MANAGER/ BUILDER	UNDER CONSTRUCTION 1983 COMPLETION EXPECTED				
MARVIN GARDENS	COTATI, CA	37 UNITS Section 8 family	OWNER/ MANAGER	UNDER CONSTRUCTION 1983 COMPLETION				
COLONIAL FARMS	MODESTO, CA	100 UNITS Section 8 family	DEVELOPER/ MANAGER	UNDER CONSTRUCTION 1983 COMPLETION				

CHART 4D - 2
PROJECTS PENDING/UNDER CONSTRUCTION

DEVELOPMENT	LOCATION	TYPE/UNITS	TYPE OF INVOLVEMENT	STATUS				
OCEAN EDGE FIELDSTONE HALL	BREWSTER, MA	90 ROOM CONFERENCE CENTER	DEVELOPER/ OWNER/ BUILDER	CONSTRUCTION EXPECTED 1983				
LAKE IN THE WOODS	LANDSDOWNE, MD	GARDEN APARTMENTS 303 UNITS Market/ 20% Section 8	DEVELOPER/ OWNER/ BUILDER/ MANAGER	CONSTRUCTION START 1982				
HOOSAC PIER	BOSTON, MA	OFFICE BUILDING 180,000 SQ. FT.	DEVELOPER/ OWNER	CONSTRUCTION START MARCH, 1983				

EXHIBITS

Laurel Leader Since 1897

VOL. 86, NO. 50 PHONE 725-2000 LAUREL, MARYLAND, THURSDAY, AUGUST 5, 1982 2 SECTIONS 30 PAGES 25 CENTS

Creating a new image

Jan Fisher

Right on top the wide, grassy knoll, a gaily striped, yellow and white canopy, colorful, bobbing balloons, cups of ice cold lemonade. Not exactly a lawn fete, actually more of a christening, with the Reverend Basil Hewitt of Emmanuel Baptist Church asking God's blessing.

For developers with Corcoran, Mullins and Jennison, Inc. and their invited guests, it was a definite cause for celebration. They held the private party at the site of their "baby's" birth to officially bestow its name and announce the grand opening of the Villages at Montpelier, an event called "an auspicious occasion" by Prince George's County Executive, Lawrence J. Hogan.

Built in the late 60s, the complex in South Laurel, formerly known as Pumpkin Hill and more recently South Laurel Homes, had been condemned several years ago by county officials as "unsafe and unfit for human habitation."

Foreclosed by the US Department of Housing and Urban Development (HUD), county authorities asked CMJ to rehabilitate the development. Even back then, Hogan proposed reducing the density of the 625 units and continually favored restoring and then re-opening the buildings.

Both of his proposals culminated in the tremendous undertaking by the private firm working with federal and local officials. CMJ's plans included demolishing three buildings to bring the total number of units to 520. Renovations included refurbishing the units, inside and out, with new appliances, flooring, carpeting, paint, decks, landscaping, and complete security systems.

And at last week's ceremony, Hogan said, "We're proud! This is an excellent example of the federal and local levels cooperating with entrepreneurs to make something worthwhile happen."

It was quite apparent that the CMJ folks were proud too. As he prepared to snip the yellow ribbon stretching across the stairway of their model, CMJ vice president J. Joseph Clarke of the firm's Georgetown offices, overseers of the project, told onlookers, "This is a moment to savor."

And as CMJ principals, Joseph Corcoran, Joseph Mullins, and Gary Jennison of the company's Quincy, Mass., main office prepared to take their first look at the newly decorated apartment interiors, Clarke joked, "We should have had some big, strong guys here ready to carry them out, because they haven't been inside yet, and they're going to drop over when they see this!"

CMJ is a development construction firm nationally known for recycling buildings, especially in mixed-income development communities. CMJ may be distinctive among development firms in that along with their concern about structural and cosmetic changes of buildings, they assume a responsibility to the people who live in them too.

Based on a contractual agreement with Housing Opportunities Unlimited, CMJ retains Lawrence (Larry) Miller to serve as human services representative at the new complex.

He holds rap sessions for tenants, helps kids meet the demands of the school system, plans activities for teens, and through it all believes that he "is indebted to them, because they've been so receptive. The tenants have helped me," Miller insists.

For the last year, Miller has been working with residents of the complex, assisting those who had to relocate, and aiding in a number of ways those residents who chose to stay.

Of the area's 520 units, 102 will have subsidized rents, and remain as three- and four-bedroom apartments, as opposed to the one- and two-bedroom units marketed by the firm at $380 and $430 respectively.

Rosalee Burley, Clarence America and Dameko America examine a kitchen in the rehabilitated units at the Villages at Montpelier, where tenants were given a special tour last week

Staff photo by Ed Bunyan

Laurel Leader Since 1897

VOL. 86, NO. 39 PHONE 725-2000 LAUREL, MARYLAND, THURSDAY, MAY 20, 1982 2 SECTIONS 34 PAGES AND ADVERTISING INSERTS

A transformed Pumpkin Hill seen

Carrie McCully

Right now, the former Pumpkin Hill-South Laurel Apartment windows are sheeted with plywood, the lawns have been heaved into piles of dirt and rubble, and doors are hanging by their hinges But the chaos is only temporary, a prelude to what will be the completely rejuvenated Villages of Montpelier

Corcoran, Mullins and Jennison, Inc. (CMJ), the Boston firm which inherited the troubled development from the U.S Department of Housing and Urban Development, has slated July as the completion date for the first renovated buildings. The firm promises that the old Pumpkin Hill will be barely recognizable

The South Laurel development has had an unhappy history Prince George's County officials declared the 624-unit complex largely uninhabitable in 1978, citing multiple health and safety violations. But CMJ has grand plans for the nearly 31-acre development, and the current construction mayhem is an optimistic signal that real improvements will be taking place.

"This is not going to be the kind of housing development where they pull out all the trees and then name the streets after them," promises Peter O'Connell, site manager of the renamed Villages of Montpelier.

"We have an obligation to HUD, to the county, and to the people who will be living here," he says. "People don't enjoy living under the conditions they've been living under here. What we're doing is eliminating the people who don't care, and making them someone else's problem.

"Property management is really people management—insuring that people live by the terms of their lease, and that they live peacefully," he says.

CMJ, a property development and management firm with some notable successes in resurrecting failed or failing housing projects, plans a number of structural and cosmetic changes At the same time, CMJ hopes to bring to the development a new policy of responsible tenant/management relations

A cheerful community newsletter, illustrated anonymously by Peter O'Connell, posts schedules for tenant/management meetings and community programs It offers advice on whom tenants can contact if they have a problem, how they can become involved in the management aspect of their community, and generally invites them to take an active interest in their own, and their neighbor's domestic welfare

It's a new era for Pumpkin Hill and the new owners are hopeful that community spirit will play a large part in the new image of the development.

Glenn Arrowood, the project manager, is enthusiastic "We're trying to get away from the army barracks look," he says, strolling around the development The buildings, solid, unimaginative structures, will be dressed up with new redwood balconies and canopies Each building will have a new coat of paint, a new roof and windows Wall-to-wall carpeting and new appliances will be added to the apartments

The firm also plans to make substantial improvements in the security system for the buildings, installing floodlighting and sophisticated closed circuit TV and intercom systems in each of the apartments.

"We're really big on security," says Arrowood

In order to lower the intensity of the development two-bedroom units, priced respectively at $380 and $420.

Landscape planting has already begun, and here and there, patches of flowers and cedar chip gardens add a spot of color. The firm promises to have plantings twice a year, in an effort to keep the area attractive.

The Villages of Montpelier is located off Route 197 just east of the Baltimore-Washington Parkway

three buildings will be demolished, reducing the total number of units to 520. Two tennis courts and a swimming pool will be added.

Of the 520 units, 102 will have subsidized rents Most of these 102 units are already occupied by families who have weathered the development's harshest years Those families will occupy the three- and four-bedroom apartments, and the firm will be marketing the remaining one- and

A construction worker at the Villages of Montpelier, formerly known as the Pumpkin Hill-South Laurel Apartments, sprays paint—not graffiti—on the brick wall of one of the buildings undergoing a complete overhaul at the complex east of the Baltimore-Washington Parkway and south of Route 197.

King's Lynne: Public Housing Becomes Private Housing

By Joseph E. Corcoran

In 1970, America Park was among the worst public housing projects in the Boston metropolitan area. Built in Lynn, Massachusetts in the late 1940s, the state-aided public housing development for war veterans had deteriorated to the point where many of the units were uninhabitable. With over 100 of the original 408 units boarded up and condemned, most vendors refused to service the site without police escort. Every negative rumor and story ever told in reference to public housing and its tenants was circulated in the Lynn community in reference to America Park. The Park had become known as "the housing of last resort." The families that remained were primarily those with no other housing opportunities. The majority were one-parent households supported by public subsidies.

Joseph E Corcoran is president of Corcoran, Mullins, Jennison, Inc., Quincy, Massachusetts Reprinted with permission from *Urban Land*, March 1980, published by the Urban Land Institute, 1090 Vermont Ave. N.W., Washington, D.C. 20005

Determined to improve their living conditions, a nucleus of tenants sought, in 1970, to get started on a new plan: replace the public project with privately owned, mixed-income housing. Nine years later, with the biggest hurdles overcome, these same tenants were co-owner developers and residents of a private, $21 million mixed-income rental housing development. The site of America Park has been transformed into King's Lynne, the rival of most housing developments in the state. The original 408-unit, garden-style buildings have been demolished and replaced by 441 new units on a 58-acre site. There is a mixture of two garden buildings, four midrise elevator buildings and 168 townhouses.

Of the 441 families at King's Lynne, one-fourth are the original America Park public housing tenants whose rent equals 25 percent of their income. The other three-fourths are new residents who are paying either market-rate or moderate-rate rents under the state's interest subsidy program. Market-rate rents are $340, $405 or $500 for one-, two- and three-bedroom apartments and townhouses. Moderate-rate rents for the same housing run $270, $315 and $390. Presently, 27 of the original America Park families are paying moderate-rate and market-rate rents.

This integration of income groups has been extraordinarily successful. After the first year of occupancy, 95 percent of the leases were renewed, in a geographical area where the average turnover

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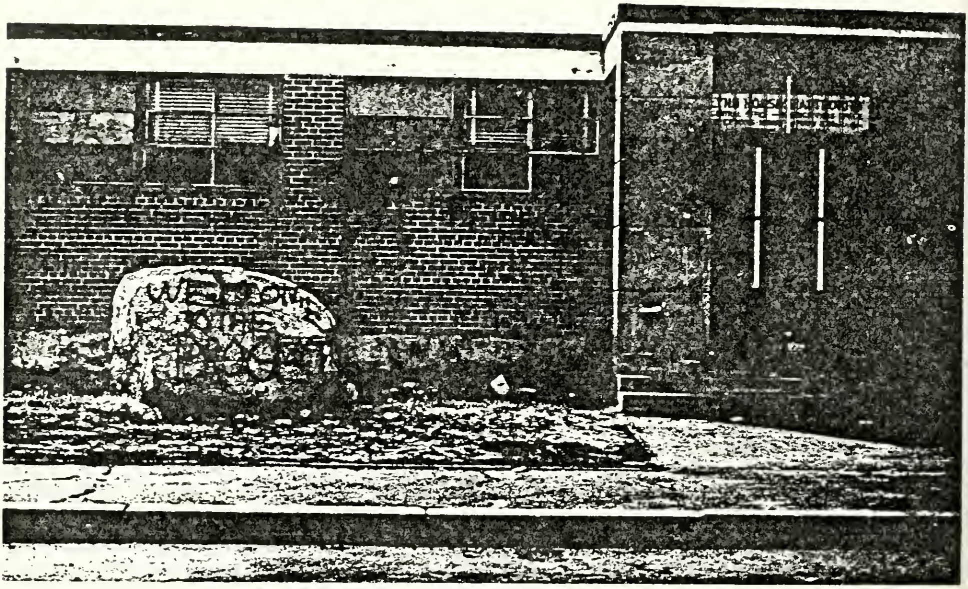
King's Lynne



Even the central office of the 30-year-old America Park looked forbidding

rate in conventional apartment complexes is 25 to 35 percent.

With King's Lynne now completed and the first phase three years old, observers agree that the development has achieved aesthetic, social and financial success. Annual subsidy cost to the state is less than the operating loss of the old America Park Development.

King's Lynne's success can be attributed to six major factors:

1. the tenants' group acting as a catalyst in the implementation of special legislation;
2. a private partnership between the tenants' group and a private developer;
3. political and citizen support;
4. interim private management of existing public housing;
5. supporting social services; and
6. successful marketing of a mixed-income community.

The Transformation

The tenants demanded that the state act on the deplorable conditions in America Park. They refused to accept insufficient renovation money. Instead, with a state study grant of $40,000, the tenants had a thorough feasibility study done by a private, nonprofit consulting company. The study conceptualized a private mixed-income development, and the tenants took the report and generated private and governmental support. The tenacious efforts of the tenants' organization culminated in the 1972 passage of Chapter 884 Massachusetts General Laws (GL 884). This bill provided for conversion of the development's ownership from public to private, with a partnership between the tenants' organization and a private developer with a proven track record, and allocated full state funding in the following amounts:

- $4,578,375 for retirement of the existing bonded debt at closing;
- $707,964 for demolition and site preparation;
- $210,000 for relocation payments to existing tenants for on-site and off-site moves;
- $400,000 for social service staffing for programs geared to help existing public housing tenants adjust to life in a new, mixed-income development; and
- $250,000 for payment of all outstanding liens and debts to the city.

In addition to providing funding, GL 884 provided for the selection of a private developer after an open competition. The final choice would be made by a task force comprised of the tenants' organization, the Massachusetts Housing Finance Agency, the State Department of Community Affairs and the Lynn Housing Authority. The choice would be based on development criteria formulated by the task force. Among the primary criteria was the ability of the developer to attract a majority of higher income families to King's Lynne.

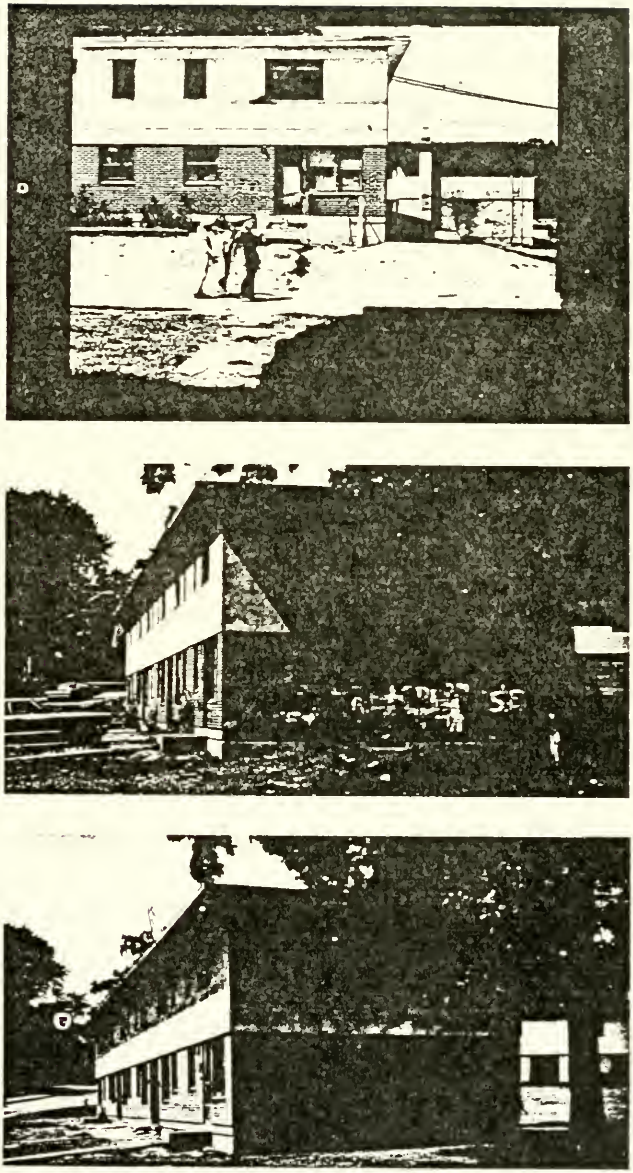
The tenants' organization and the Massachusetts Housing Finance Agency were the primary authors of a comprehensive "developer's kit." Adding to the development criteria covered by GL 884, the developer's kit provided that the tenants' organization would have financial interest and joint partnership control in overall development policy.

In August 1974, the task force announced the selection of a private developer. A partnership between the tenants' organization and the private developer was established and called King's Lynne Apartment Company (KLAC).

The same week as the selection of the developer, the Lynn City Council voted 10 to 1 to rezone the site for industrial use. Opposition to the development had come from the local Chamber of Commerce and nearby homeowners, who feared King's Lynne would ultimately turn into another America Park.

The newly formed KLAC brought legal action against the city, charging illegal rezoning. The lawsuit dragged on for 18 months and was settled only after KLAC agreed to reduce the complex from the proposed 658 units to 441.

Another obstacle was perhaps the hardest to combat. The view generally held by knowledgeable observers was that the novel attempt could never be successful. This cynicism was pervasive. However, King's Lynne received support from some critical areas. First, Lynn Representative Tom



Children playing on the unkept grounds of America Park (top). Those units with the least disrepair (middle) were repaired and maintained for use until the completion of the new development (bottom).

McGee, then majority leader of the Massachusetts House of Representatives, filed the GL 884 legislation and supported it through enactment. Second, the Massachusetts Housing Finance Agency gave the development its support from the outset and provided input and flexibility in problem situations. Third, many neighborhood citizens lent King's Lynne their support after numerous education sessions and bus trips to other mixed-income developments. Through their elected city ward councilor, these citizens helped to force the hand of the reluctant city council. Fourth, support came from a locally influential newspaper. In addition, the governor of Massachusetts directed his agencies to continue their complete support of King's Lynne.

Redevelopment

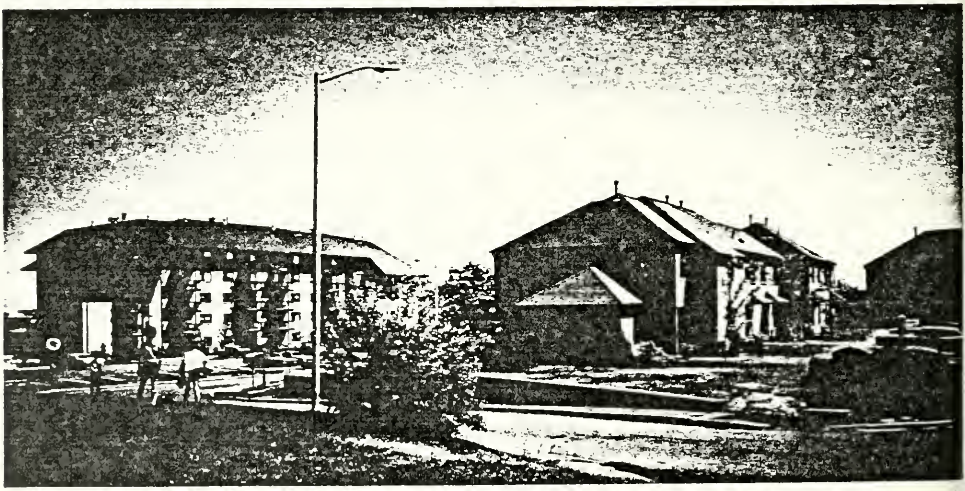
The legal conveyance of America Park to the partnership actually took place on September 13, 1976. On this day, the development group took over the land, buildings and daily operation. "America Park" was renamed "King's Lynne."

Construction of Phase I was underway, but occupancy of this first phase of 110 units at the top of the site was a full year away, and it would be two years before Phase II could be occupied. This interim management period proved to be critical to the success of the new development. Private management and tenants were required to coexist with one another in the existing "condemned" buildings until the new units were built.

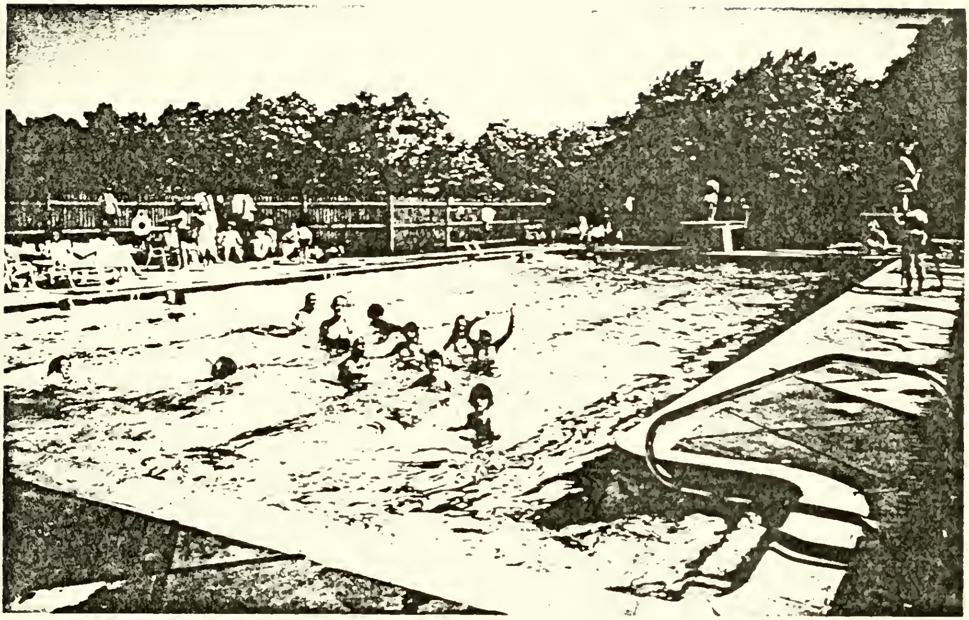
At the beginning of construction, there were 166 families remaining on the site. The housing was in desperate condition. The site was overrun with dogs, many of them vicious and uncontrolled. The interim period was a tremendous opportunity for the tenants to adjust to new, private management and to see firsthand the improvements that responsive, competent management could make in their living environment, despite the necessity of working with substandard "condemned" housing.

The new management took over operations and immediately instituted its maintenance schedules and management policies. The maintenance problems were staggering, but the GL 884 budget provided for only minimal interim management operating costs. Management's approach to this tremendous task was to demonstrate to the tenants that it cared. In the first three weeks, it assigned additional personnel to take care of the worst problems. A construction force blitzed the entire living area, repairing plumbing, installing play areas, siting dumpsters, erasing graffiti and creating off-street parking. Long-standing complaints were taken care of as quickly as possible.

Simultaneously, the new management took steps to implement firm management procedures. Their most experienced site manager was assigned to the task. First, all tenants were asked to sign a new lease. The lease instituted a



Separating the four midrise buildings for adults only from the 168 townhouse units for families with children was an essential step in renting the midrise buildings.



Amenities such as a swimming pool have helped to establish King's Lynne as an attractive residential community. A separate pool for adults only is located elsewhere on the site.

"no pets" policy, allowing families 4 months to relocate or dispose of their pets. It also required that rent be paid on the first of the month, that parking be restricted to reserved parking areas and that trash be placed in dumpsters only.

To implement the new development construction program, the Massachusetts Housing Finance Agency issued a $19,100,000 mortgage at 8½ percent for 40 years. This allowed for the construction of four mid-rise elevator buildings, two garden apartments and 168 townhouse units, plus a 5,000 square foot community building, two outside pools, four tennis courts, a basketball court and six sand dune tot lots.

The five-story, midrise elevator building and the garden apartments held a unit mix of one- and two-bedroom apartments. The townhouse units were designed for families and included three-, four-, and five-bedroom units containing 1,380 square feet to 1,810 square feet. The total square footage was 488,264 with a total construction cost of $15,707,452, or $32.17 per square foot. The state conveyed the 58-acre parcel of land to the developer for $75,000.

Although the tenants' organization was a party to all mortgage documents as co-developer, the agency looked to the development firm for all financial requirements at closing. Prior to closing, the developer had advanced $250,000 cash in payment for plans, specifications and fees expanded in the 18-month litigation battle with the city that ultimately reduced the density of the new development from eleven to eight units per acre.

To round out the financing, the developer agreed to a 90/10 split of the equity. The developer retained 25 percent of the equity and syndicated the rest in limited partnerships.

Social Assistance

Essential to the success of King's Lynne was a relocation and social service staff to help residents adjust to the move from public to private housing. The tenants' organization fought for these items in the original legislation and their foresight was brilliant.

Funding was set aside specifically for relocation. The allocation of that money by the Department of Community Affairs (DCA) provided broad flexibility for accommodating the special needs and desires of all existing residents. Relocation funds took either the form of

King's Lynne

a rent supplement or a cash subsidy of up to $4,000 toward the purchase of a new home.

All tenants who were on the site when the new management took over were guaranteed occupancy in the new development, provided they lived up to the terms of the new lease during the interim period. For those families who chose to remain, GL 884 had provided $210,000 over a two-year period for an on-site social service staff.

The Partnership

The partnership arrangement has been widely beneficial in working out problems. In the first place, it gives the tenants, through their Residents' Council, a vested financial interest in the success of the development. The financial agreement stipulates that the developer will provide all financial requirements, with the tenants' organization receiving 10 percent of equity plus the first 1 percent of the allowed 6 percent limited dividend. (The tenants' share is allocated to staff salaries and ongoing social service programs not covered under allowable operating budgets.) Secondly, the support of the tenants' organization has been invaluable in resolving numerous governmental development concerns.

The governing board, which consists of two representatives designated by the tenant organization and two principals of the development group formed by the governing board, meets once monthly to rule on all new policy or policy revisions caused by unanticipated situations. Each partner of the joint venture has equal responsibility for decision-making. In the event that an issue cannot be agreed upon, the partnership agreement provides that the Massachusetts Housing Finance Agency will act as arbitrator (though this procedure has so far not been required).

Marketing the Community

Marketing the mixed-income community was as sensitive an issue as any in the entire development process. The development company had to demonstrate to the outside world that the King's Lynne development was no different from any other of their market-rate developments. To begin with, the tenants' organization was firmly convinced, as was the developer, that there had to be an influx of new families so that the image of "public housing" would be erased in the new private development. Advertising copy was professional and the Boston and North Shore newspapers and radio stations were utilized. Prospective tenants were directed through an attractive single-family residential area to the top of the site under construction. Model units were furnished with the highest quality furniture. The clubhouse, swimming pool and tennis courts were all under construction when the model units opened.

In the meantime, management of the existing development at the bottom of the site continued. Rental personnel emphasized the positive aspects of the new concept and pointed out the developer's track record and successful mixed-income developments in other communities, such as Queen Anne's Gate in Weymouth.

The affirmative marketing goal for minority families was 20 percent and this goal was met by a special outreach effort. There were already 35 minority families on site, and it was important that the income mix be represented at all levels. The marketing team made visits to the personnel departments of industrial-commercial firms along Route 128 to attract minority residents in the moderate and market-rate units. This effort was successful to the extent that 60 percent of the 88 minority families rent at moderate-market rates.

There are 70 elderly families living on site. One of the 58-unit midrise buildings was designed specifically for the elderly, with a large community room and patio area on the first floor where the elderly gather for their own socializing. These older residents participate in the general community activities but are very pleased with the fact that they can retreat to their own building and units for their own activities.

The King's Lynne experience is a community success story. Longtime public housing residents have adjusted and prospered in the private housing environment. Many low-income families find they prefer living in the private community. Subsidized private ownership housing has proven less costly to the government than public housing and can be assessed for tax purposes. King's Lynne is now a respected and integral part of the larger community. It is an example of the ability of tenant organizations and responsible developers to work well together toward their mutual objective of well-maintained, attractive housing with fair and firm management.

KING'S LYNNE
O'Callaghan Way
Lynn, Mass.

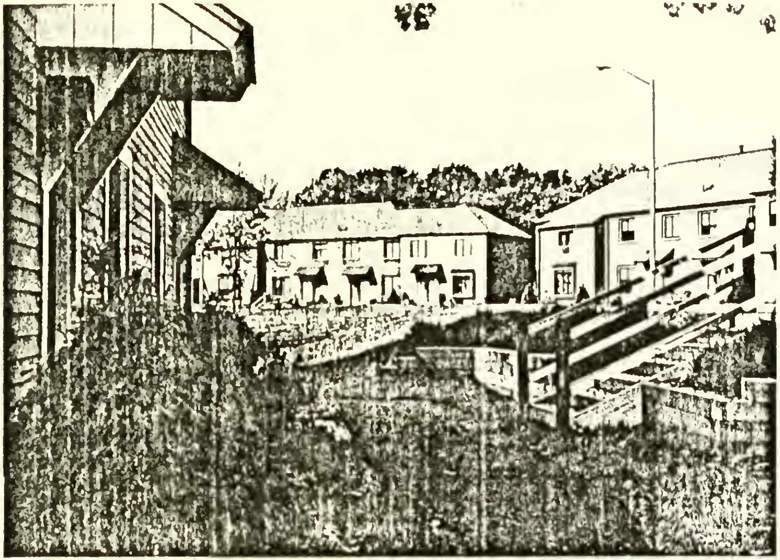
Units	Value	Completed
441	$21 M	1978, 1979

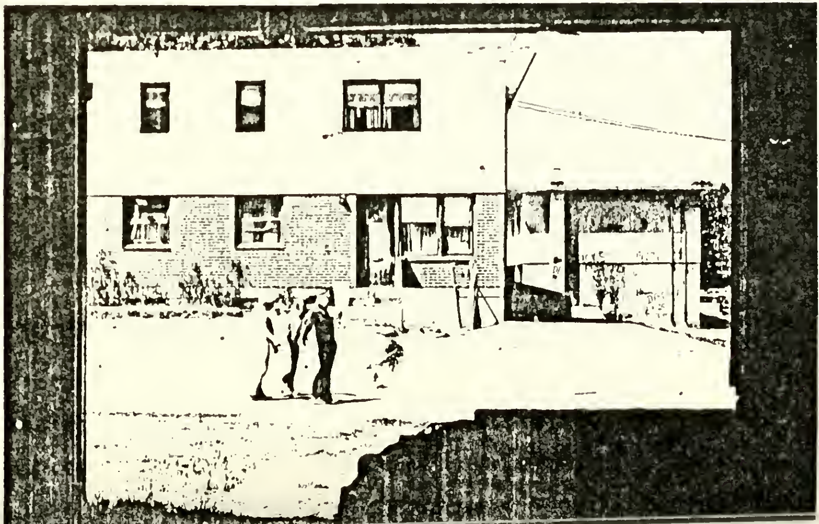
In an open competition sponsored by the Department of Community Affairs, the America Park Tenants Association, the Massachusetts Housing Finance Agency, and the Lynn Housing Authority, Corcoran, Mullins, Jennison, Inc.'s proposal was selected to redevelop America Park. America Park was a 408-unit public housing project built 25 years ago as veteran's housing in West Lynn. The project had suffered greatly from vandalism, construction defects, neglect, and lack of capital improvements.

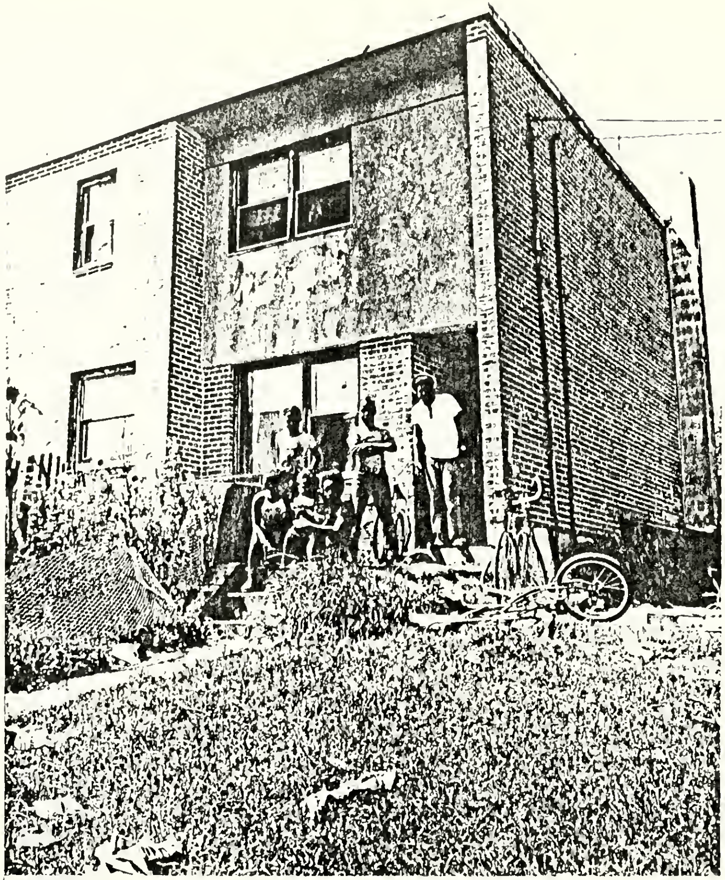
The entire original project has been replaced with 441 units of mixed-income housing. One-third of the units are reserved for low-income families that lived at America Park. King's Lynne is fully competitive with neighboring luxury apartment complexes. Its low-income occupants now enjoy quality housing free from the stigma of public housing.

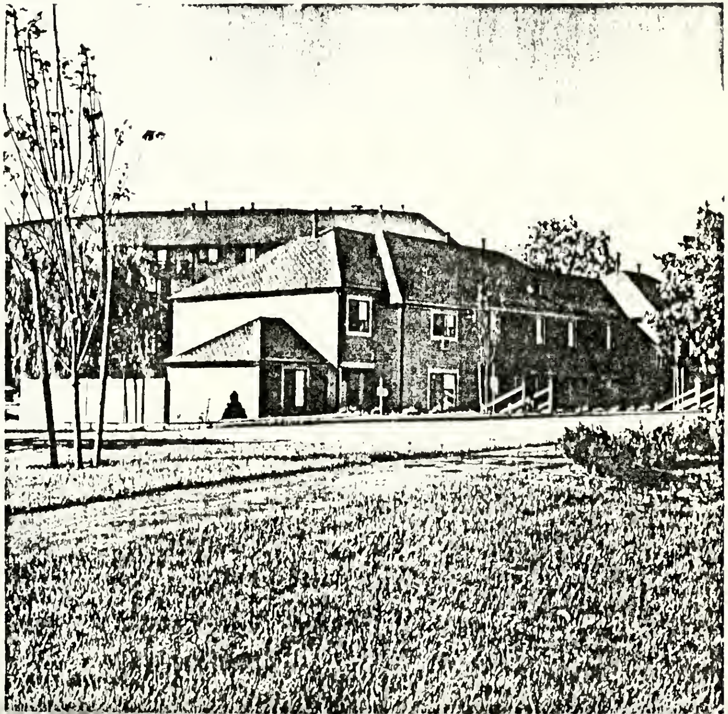
The tenant organization serves as a co-general partner and their requirement for a strong social service program has been a key to the success of this mixed-income family community.

King's Lynne serves as a model on how to provide a better way for family public housing residents.



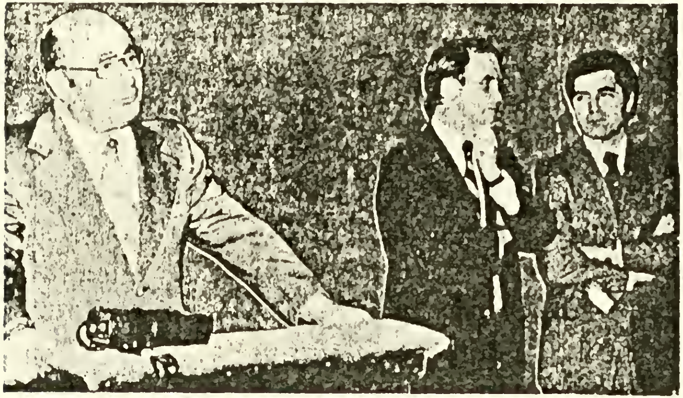






Daily Evening Item

Lynn, Mass., Friday, November 18, 1977



(Item Photo: Crosby)

Celebrating new King's Lynne development

The King's Lynne apartment complex which is being built on the site of the former America Park low-income project is nearing the half-way point in construction. A grand opening ceremony celebrating occupancy of the first portion of the new development took place Thursday. Among the dignitaries on hand were, from left, Mayor Antonio J. Marino, at the podium, and Cong. Michael J. Harrington, D-Beverly, and Gov. Michael S. Dukakis.

Dukakis: Lynn project 'almost a miracle'

By RALPH NELSON

LYNN – Gov. Michael S. Dukakis said Thursday the transformation which is occurring with the replacement of the old America Park Housing project by the privately-owned King's Lynne development is "almost a miracle."

Dukakis, speaking at a grand-opening ceremony celebrating the first phase of construction at the 441-unit apartment complex, said the King's Lynne development may serve as a model, both across the state and nationally.

"Unquestionably this is of tremendous benefit for the people of Lynn and will give other communities a chance to see what can be done with the problems of public housing," Dukakis said.

Dukakis joined Cong. Michael J. Harrington, D-Beverly, Mayor Antonio J.

● FROM PAGE ONE

Marino and other state and local officials for a walking tour of the new apartment development. The first phase of 210 units is nearly complete, with the first 105 families now in residence.

Included among those residents are one third of the former tenants of the old America Park housing project. The remaining America Park tenants are presently living in the yet to be demolished portion of the old project and will more into new units eventually.

Cong. Harrington termed the King's Lynne project "one more tangible example of what's happening in Lynn." He said that during the past year, one of the area's cities most in need of help has begun to receive that aid and begun to show progress during what he described as the "second phase of the Marino era."

Mayor Marino said the development shows what can be accomplished when the private sector, state and federal governments work together. "I'm really thrilled about what we have here now compared to what we had before," Marino said.

Dignitaries on hand for the ceremonies included Massachusetts Housing Finance Agency Director John T. Eller. MHFA is financing the $19 million construction project, which Eller called "a jewel in the crown of MHFA and of the Commonwealth."

Also present were Rep. James E. Smith, D-Lynn, City Council Pres. William Fallon and Ward 7 Councilor Michael Miles, in whose ward the development is located and who helped shepherd the project through City Council approval last year. Housing Authority Member Vincent Jarvis and Director Frederic Bowler also attended.

The King's Lynne development is being built as a joint venture by King's Lynne Residents' Council and the private firm of Corcoran, Mullins, Jennison Inc. under a special state law sponsored by House Speaker Thomas W. McGee, D-Lynn. The law for the first time allowed for the demolition of a public housing project and the replacement of it by privately-owned housing.

The new development will have 441 units, including townhouses and apartments, a community building, swimming pool and tennis courts.

In a response to a question following the ceremonies, Gov. Dukakis acknowledged that many state-assisted public housing projects, including several in Lynn, are in poor physical condition and need substantial repairs. The governor said a bill is pending to provide an increased amount of modernization funds for those projects, and he repeated earlier comments that the state itself is in danger of becoming the state's biggest slum landlord.

While there has been a major state emphasis on new construction, the governor said that much more attention must be paid to improving the condition of existing public housing.

THE WALL STREET JOURNAL.

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Rx for Slums

Public-Housing Shift To Private Ownership Is Advanced to Cure Ills

How a Boston-Area Project Is Successfully Switched; Federal Program Is Spur

Tennis for the Poor Tenants

By LIZ ROMAN GALLESE
Staff Reporter of THE WALL STREET JOURNAL

LYNN, Mass.—In 1970, America Park was among the worst public-housing projects in the Boston metropolitan area. Two-story brick-and-stucco buildings stood decaying on 58 trash-filled acres. Vandalism, robberies and other crimes were rampant in the 408 apartments. Because of the poor living conditions, many of the low-income tenants were moving out.

What could be done?

America Park decided to go private—a promising approach that could prove to be a solution for other blighted public-housing projects across the country. The local housing authority sold America Park to a private developer and a tenants' group. They have already torn down two-thirds of the project, and they are building and managing a mixed-income development on the site here in Lynn, a working-class and middle-income town about 12 miles north of Boston.

Called King's Lynne Apartments, the suburban-style complex is half-finished now, and it will have 441 units when completed late next year. The apartments will be rented to tenants with low, moderate and upper incomes. But only 110 of the families will be poor—far fewer than in the old housing project.

"[illegible] Resort" Housing

Assis[illegible] [illegible] [illegible] own staff of social workers, many [illegible] [illegible]merica Park families already are moving [illegible] [illegible]g's Lynne. They dwell in peaked-roof to[illegible] [illegible] [illegible]ar-den apartments and five-story buil[illegible] [illegible]tled along winding lanes. Tennis courts, swimming pool and a recreational hall grace the manicured grounds.

"America Park was housing of the last resort," says Eleanor Wessell, a staff member of King's Lynne Residents Council Inc., the tenants' organization. "For years, no one thought King's Lynne would happen."

Housing officials across the country have long struggled with the all-but-unsolvable problem of the nation's deteriorating public housing—deterioration that was caused by rising expenses, inadequate funds for improvements, tenants' social problems and poor management by local housing agencies. Simply tearing down the deteriorated projects and scattering tenants elsewhere didn't always solve the problem.

But now, housing experts are coming up with more innovative solutions, and one is the conversion of public housing to private ownership, says Mary Nenno, associate director of the National Association of Housing and Redevelopment Officials, a Washington-based professional group. The idea is that private owners of rehabilitated or new projects will attract responsible families and evict irresponsible ones. And private developers' investment ought to motivate them to manage the property properly, too.

HUD Backs Conversions

There is federal interest in conversion. As part of a comprehensive urban plan announced recently by President Carter, the U.S. Department of Housing and Urban Development this week unveiled an "Urban Initiatives" program that will cost about $209 million. The program aims to rescue the 200 worst of the 14,000 public-housing projects in the U.S. by providing funds for rehabilitation, improved management and more social services.

The HUD program includes the option of "more types of ownership," such as converting projects into cooperatives owned by the tenants, says Thomas Sherman, HUD's former acting director for assisted-housing management. The department already plans to test cooperative housing by helping a developer rehabilitate and convert Marina Village, a 400-unit public-housing project in Bridgeport, Conn.

A Model for Others

But private ownership of renovated or rebuilt public housing won't work, housing authorities say, unless the project has a decent site, gets support from tenants and local officials, and has extensive social services. The most deteriorated projects may "have too many cards stacked against" them—principally, tenants burdened by unemployment, marital problems and chronic dependence on welfare, says Jeffrey Spragens, president of the Foundation for Cooperative Housing, a Washington-based private research group.

[illegible] one of the few converted projects, [illegible] could become the model for others. [illegible] [illegible]strates how a committed group of [illegible] [illegible] so-called sweat equity to turn a[illegible] [illegible]ality. The America Park experience [illegible] strates that adequate social ser[illegible]

project families can help avoid some pitfalls of conversion.

The idea for King's Lynne Apartments began in 1970. City officials wanted to tear down or rehabilitate decaying America Park, a state-financed project built in 1951. America Park Associates Inc., the project tenants' organization, fought the move. "We knew the city wouldn't tolerate America Park much longer. But we made it clear the city wasn't going to do a thing without the tenants," recalls Mrs. Wessell, a 46-year-old resident and former community worker who was active in the tenants' group.

Aided by a private consultant, the tenants decided they wanted to replace the public project with privately owned mixed-income housing. They figured that the large site would permit open space and pleasant landscaping and that its location near a neighborhood of well-maintained single-family homes would attract middle-income tenants. And the tenants concluded that it didn't make any sense to rehabilitate the project's poorly constructed buildings.

The tenants' organization and other Lynn residents then pressured state legislators to pass a law permitting the sale of the project. That law, passed in 1973, also required the Massachusetts Housing Finance Agency to provide a $19.1 million construction and mortgage loan for the $21.2 million new development.

Next, America Park Associates looked for a developer that would give them an equal say in the management of King's Lynne and a portion of its ownership. From five developers that submitted bids, they chose Corcoran Mullins Jennison Inc., a Quincy, Mass., firm that had built several mixed-income complexes. Initially apprehensive about the deal, Corcoran Mullins insisted on the right to ban or evict tenants who wouldn't obey certain rules. The rules included prompt payment of rents and a prohibition of pets.

The biggest battle for the residents' group began just days after the selection of Corcoran Mullins: The Lynn city council ordered the project site rezoned for industry. Opponents—including the local chamber of commerce and nearby homeowners—feared King's Lynne would turn into another America Park.

The tenants and the developer sued, charging illegal rezoning. The snarl dragged on for 18 months, and the prolonged dispute "was a low point, a terrible low point," for the tenants, Mrs. Wessell recalls. The lawsuit was settled when the developer agreed to reduce the complex to 441 from 750 units and to eliminate six-bedroom and seven-bedroom units.

There was another disappointment dur[illegible] that 1974-75 period: About 100 America

Park families moved out, thereby forfeiting their right to live in the new development. Some families left because they doubted King's Lynne would happen. Others moved because they wanted their share right away of the estimated $480,000 in state relocation money. (Tenants received the funds whether they moved out for good or were temporarily dislocated during construction of King's Lynne.) Certain tenants departed because they didn't like the new rules. And one motorcycle-gang member with a pet mountain lion wasn't encouraged to stay, according to Mrs. Wessell.

Helping the Tenants

King's Lynne boosters realize its success also depends on the willingness of former America Park families to keep their children out of mischief and to take pride in their new homes. (Of the 70 low-income tenants already living in King's Lynne, 60 moved from America Park and the rest are elderly newcomers.) That's why there is a staff of five social workers, an administrator, a Spanish-speaking counselor and a children's art teacher. Paid for with $205,000 in state money, the staff will be reduced to two after the December 1979 completion of King's Lynne. Then the developer and the tenants' group will pay the staff's salaries.

The staff has worked with about 126 America Park families, helping them to realize that rental arrears, vandalism and uncleanliness will lead to eviction from the new complex. For instance, slow-paying America Park tenants now get notices, discussions with social workers and invitations to attend budgeting classes to learn how to manage the family income.

It's a carrot-and-stick approach, explains David Connelly, director of social services. Corcoran Mullins "means business about evictions," he tells tenants. "We also point to better services." So far, just two King's Lynne tenants have been evicted—one, a former America Park tenant whose children misbehaved, and the other, a moderate-income tenant who fell behind in rent payments. Others may be evicted if they can't work out problems, but probably 140 America Park families will "survive" in the new development, Mr. Connelly predicts.

The budget classes, job-placement effor and other counseling also have enabled 20 the 125 America Park families on welfare reduce or discontinue their benefits. "I hav never seen families respond as well to soci services, because they are responding at time of major change in their lives," M Connelly says.

Perhaps, anticipation of a new home a counts for some of this response. Catherin Gridley, a 39-year-old housewife, says sh her husband and their seven children can wait to move into their new four-bedroo apartment with a den. They now live in on of America Park's few remaining buldings.

Mrs. Gridley shows a visitor the tin seedy apartment—with its peeling ceiling a shower that scalds, and storage so inad quate that winter clothes are kept in tras barrels. In King's Lynne, Mrs. Gridley says "I'll have a full dining room, 2½ baths and most of all, space." She adds pensively "We have been promised this for a lon time. It's like a dream come true."

QUEEN ANNE'S GATE
Washington Street (Route 53)
Weymouth, Mass.

Units	Value	Completed
434	$14 M	December, 1975

Queen Anne's Gate is a mixed-income development, financed by the Massachusetts Housing Finance Agency. One-fourth of the units are reserved for families of low income, one-fourth for families of moderate income, and one-half for market rate families.

CMJ has demonstrated that successful mixing of income groups occurs if the development can attract the market renter. Queen Anne's Gate is fully competitive with neighboring luxury apartments in design, construction, management and amenities. It has averaged 98.5% occupancy since the first phase was completed in 1972.

Queen Anne's Gate has been singled out in House & Home, The Wall Street Journal and The Christian Science Monitor for excellence in site planning and design and the successful implementation of mixed income housing.

Market rents range from $320 for a one bedroom unit to $475 for a three bedroom townhouse.

This project shows how a subsidy program can trim operating costs

The project's 40-year mortgage and its below-market interest rate mean lower carrying costs, which in turn offer the possibility of greater initial spending on quality items. And these quality features will 1) cut long-term maintenance costs by up to 10% and 2) make the project a more attractive and desirable place to live.

Some examples:

One living-room wall in each unit is brick—attractive and a permanent paint-saving item.

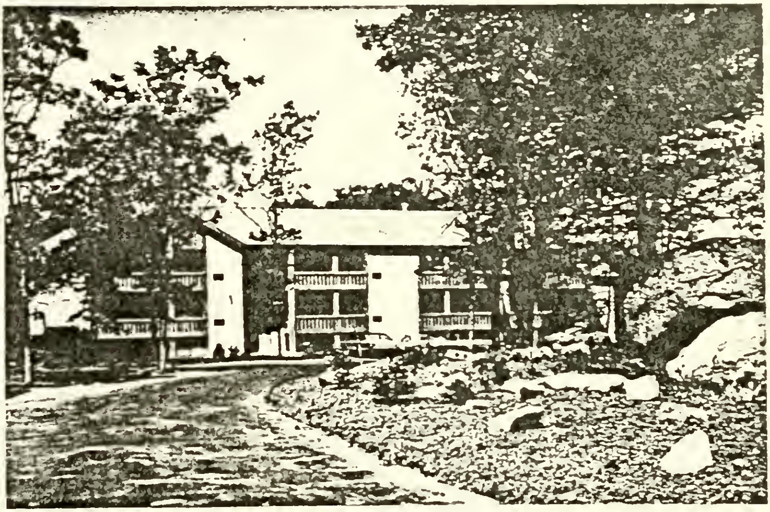
All corridor walls are of brick on block.

All heating is by electric resistance. The higher operating costs are more than offset by the elimination of boiler maintenance.

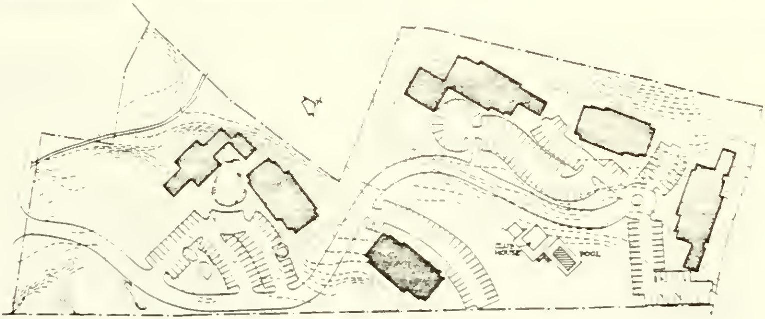
All units are served by a closed-circuit TV and intercom security system and security doors, which reduce the insurance premiums from $60 to $35 a unit.

The project comprises 150 units from studios to two-bedroom townhouses. Half of the tenants receive subsidies under the state's equivalent of the 236 subsidy, of these half receive supplemental assistance.

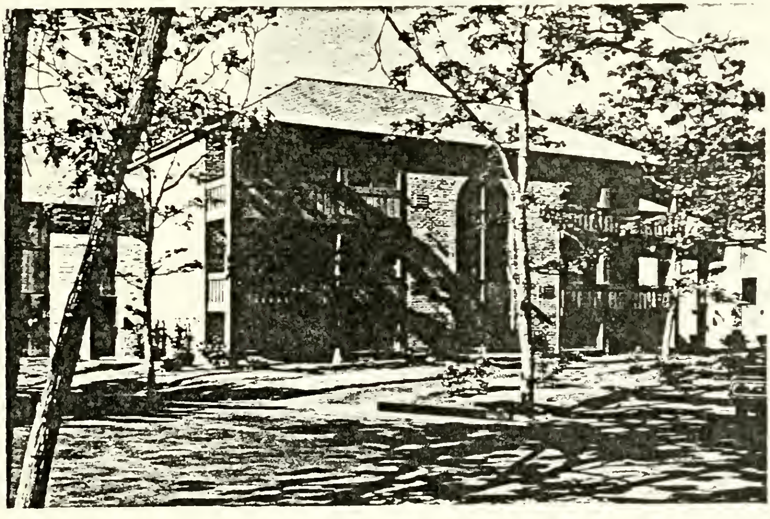
Called Queen Anne's Gate, the project was built in Weymouth, Mass., under the Massachusetts Housing & Financing Agency. Owner-developer: Regional Development Co. Builder: Corcoran Construction Co. Architect: Claude H. Miquelle.



Rock outcroppings, which might have posed an excavating problem, were left in place and thus became a visual asset. Photo above was taken from lower left corner of site

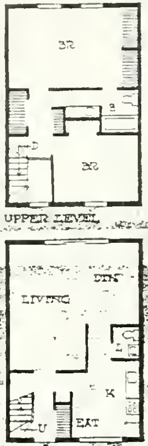


Site plan of first phase—150 units on ten acres—shows how buildings were placed to minimize disruption of land contour. Community building, swimming pool and playground are at low point of site whose overall change of elevation is 18. Bottom floors of three-story apartment buildings like the one at left are partly below grade. Brickwork is of two colors for variety; stained redwood trim blends with the wooded environment



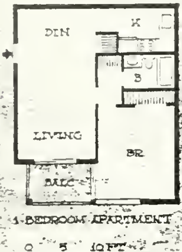
PHOTOS: PHILIP BAILEY

Floor plans range from 450 sq. ft for the studio to 1,200 sq ft for the two-bedroom townhouse, with market-rate rents from $185 to $300 a month. Of the 150 units now open, 72 are one bedroom and 54 two bedroom

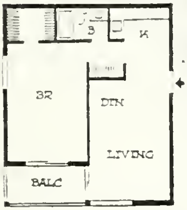


UPPER LEVEL

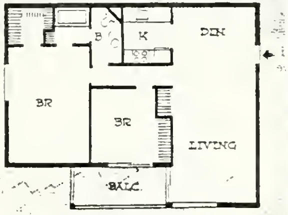
LOWER LEVEL
2-BEDROOM TOWNHOUSE



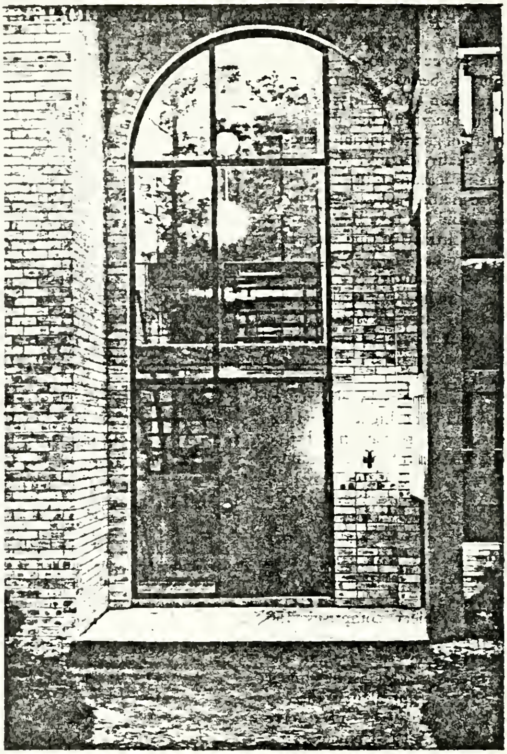
1-BEDROOM APARTMENT



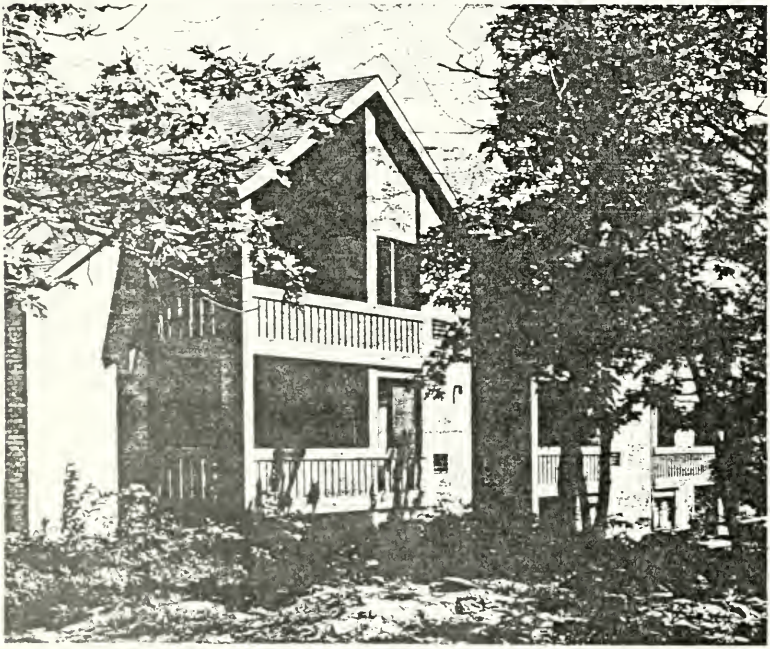
1-BEDROOM APARTMENT



2-BEDROOM APARTMENT



PHOTOS PHILIP BAILEY



Recessed balconies *(left)* and arched building entries *(above, right)*, with brickwork continuing into lobbies, are among the project's design features. Builder Corcoran says such niceties are more readily approved under the Massachusetts subsidy program than its federal counterpart. "The state bureaucracy is less entrenched, more willing to swing with architectural innovation."

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EASTERN EDITION

Tuesday June 25, 1974

Living Together

Massachusetts Tries Mixing Income Groups In Subsidized Housing

Quality Buildings Attract Some With High Income; Salary Determines Rent

A Model for the Nation?

By LIZ ROMAN GALLESE
Staff Reporter of The Wall Street Journal

BOSTON—For nine years, Mary Griffin, a 43-year-old disabled welfare mother, endured the spirit-sapping indignities of poor housing. She paid $75 a month for a small apartment in the West Broadway Development in South Boston, one of the most dilapidated public-housing projects in the city. The hallways were filthy, and roaches infested her apartment. Worst of all were the constant fears for her own and her children's safety. Once a gang of juveniles jumped her 20-year-old son—he partially lost his sight as a result—and threatened her 11-year-old daughter. "After that I walked Muffie to and from school and wouldn't let her out," Mrs. Griffin says.

After searching for three years for a decent place that she could afford on her $266 monthly income, Mrs. Griffin moved her family two years ago into Queen Anne's Gate Apartments, a landscaped, modern housing project where poor, middle-class and affluent tenants live side by side. The low-income tenants pay no more than 25% of their income for housing and middle-income tenants 25% to 40% of their income, while those who can afford it pay full market rent.

Set amid trees and rolling hills in the suburb of Weymouth, Queen Anne's has a clubhouse, swimming pool, tennis courts and children's playground. Mrs. Griffin pays $57 a month for a two-bedroom unit with a modern kitchen, bath with vanity, wall-to-wall carpeting and exposed brick walls. "It's wonderful," she says. "We're meeting people from different backgrounds, yet I've still got my pride."

Stemming Segregation

Neighbors Fred and Winnie Carleton, a semiretired couple earning $22,500, pay $319 a month for a unit similar to Mrs. Griffin's. "We love it," Mrs. Carleton says. "Oh, sometimes we think we're paying top dollar for what welfare people are getting for free, but we don't mind."

Since the 1930s, government-subsidized housing has segregated the poor in huge projects that invariably have turned into ghettos. By introducing the concept of mixed-income housing, the Massachusetts Housing Finance Agency, an independent agency created in 1968 by the state legislature, hopes to better integrate the poor into the community and at the same time provide much-needed housing for the middle-class. Though it has been criticized for admitting too few minority tenants and has had some difficulty attracting high-income tenants, the experiment has so far been encouraging enough to make it a likely model for future national housing policy.

Like housing financing agencies in 31 other states, which together have put up about 400 projects containing 120,000 units, the Massachusetts agency finances subsidized housing by granting low-cost loans to developers with money raised by issuing tax-exempt notes and bonds. But unlike other state agencies, it insists that developers admit both tenants who pay the full market rent and at least 25% low-income tenants, as required by Massachusetts law.

High-Rises and Studios

The agency's 157 projects house an average mix of 34% low-income, 50% moderate-income and 16% full-market tenants with approximate income levels of under $6,000, between $6,000 and $12,000, and up to $30,000 respectively. (Some early projects are either all low-income or a mix of low- and moderate-income housing rather than the three-level mix.) An income limit of six times annual rent is set by law.

The complexes are built in a variety of settings. Residents of Boston's Church Park walk to shops, parks and theaters; at Cromwell Court in Hyannis, tenants are minutes away from Cape Cod beaches; artists in Piano Craft Guild, a rehabilitated Boston piano factory, have studio as well as living space.

Much of the impetus for mixing income and racial groups has come from William J. White, the Massachusetts agency's 47-year-old executive director. "Personally, I never believed people should be segregated, either in low-income projects or in middle-class suburbs," he says. A native of a working-class neighborhood in Cambridge, Mr. White started a real-estate development and brokerage concern and during the 1960s pushed hard for the state's Fair Housing Law, the first in the country to open suburbs up to previously excluded racial and religious groups. "Mixed-income housing is really no big deal," he says. "The whole history of our country has been of different classes living together, farmers sharing lands with merchants, craftsmen and statesmen."

Most housing experts acknowledge that government-subsidized housing has failed precisely because it has had the opposite effect. It has isolated different income groups from one another. Many experts believe that mixed housing will rectify some of these problems by, for example, making subsidized housing more palatable to suburban communities wary of exclusively low-income projects. Moreover, they applaud the plan's provision for middle-income families, currently being squeezed out of the private market. Because of soaring prices and interest rates, "the middle-class dream of its own turf with that white house has become a nightmare," Mr. White says. "Within the next few years, the outcry (for subsidized housing) will come from this group."

The Massachusetts prototype is beginning to be imitated elsewhere in the nation. State finance agencies in Illinois, Michigan, Minnesota and West Virginia have already financed some mixed-income projects, and other agencies indicate a preference for them. The Massachusetts agency's counterpart in New York, Urban Development Corp., plans mixed communities in New York City, Buffalo and Syracuse, each with at least 5,000 residents. "We're trying to create a microcosm of society and have tenants build the fabric of it," Edward Logue, the president, says.

Federal Policy, too, is aimed in the direction of mixed housing. Two years ago, the Department of Housing and Urban Development began giving the poor direct subsidies to find private housing. In May, it began subsidizing private developers who set aside no more than 20% of a complex for low-income tenants. The program will cost $940 million for 358,000 units over two years.

To counter traditional arguments that mixing races and income groups in a housing complex leads invariably to conflict, the Massachusetts agency brandishes a recently released independent study showing that mixed-housing tenants are happier with their living arrangements than are those living in segregated housing—be it poor, middle-class or luxury. In interviews with 197 tenants from 16 Massachusetts projects and 125 tenants from conventional segregated housing complexes, a team of four housing experts found that 89% of the Massachusetts agency's tenants were satisfied, compared with 78% of the comparison group. While such reactions are hardly surprising coming from poor tenants, the study found full-market tenants in the Massachusetts agency's projects and residents of luxury buildings to be almost equally satisfied. The results didn't differ markedly in subcategories, such as satisfaction with one's apartment, neighbors, management and the development as a whole.

Specifically, the researchers found that tenant satisfaction hinges largely on the quality of a project's design, construction and management, rather than on who lives in it. Fully 75% of all tenants surveyed said income and racial mixing was either desirable or didn't matter. Sometimes the most frequent source of tenant dissatisfaction—a project's second-class construction—is erroneously blamed on tenant mix, says Prof. William Ryan, chairman of the department of psychology at Boston College and one of the authors of the study.

The Massachusetts projects succeed, the study concludes, because they are of high-quality design and construction capable of attracting full-market tenants. The researchers say developers of projects designed to house all-subsidized tenants seldom make an effort to construct buildings comparable in quality to the Massachusetts agency's projects.

To assure that its buildings are up to standards, the Massachusetts agency retains the authority to approve or disapprove developers' plans. Sites near noisy highways, airports and railroad tracks or those remote from the rest of the neighborhood are rejected. (But dilapidated inner-city neighborhoods that show promise of improvement are often chosen.) Even developers accustomed to building luxury apartments sometimes find the Massachusetts agency's standards more exacting than they had expected. Corcoran, Mullins, Jennison Inc., the Boston-based developer of Queen Anne's Gate, for example, originally submitted plans comparable in design to its standard luxury complexes. The Massachusetts agency made the firm reduce the number of units, enlarge the bedrooms and design a "more distinctive" facade.

Moreover, though the Massachusetts agency allows developers to screen prospective tenants to eliminate those with histories of rental arrears, crime or drug problems, its nine-member management department has the final say on selection. Evictions can take place only after professional help fails to correct the situation.

Millbrook Square Is 'Home" For 184 Residents

By Keith McAllister

As one group whose interests seem to be often lost in the shuffle, senior citizens know well the grey feeling of frustration

But for some seniors in Arlington, furstration is a feeling from the past According to those seniors who qualified and have moved into the recently filled Millbrook Square Apartments, some dreams do come true

"I was shocked (to be accepted) because I'd hoped for it and, you know, you don't always get what you want," remarked Rita Wentzell Confined to a wheel chair, Wentzell lives in one of Millbrook's 15 handicapped apartments

"I was so surprised it wasn't even funny," said a beaming Laurie Gurski, formerly of Cambridge "It's company, we have exercise, we have dancing, coffee, we tell jokes

"This is so beautiful I can't praise it enough," she added

Although handicap decals have yet to be applied to parking spaces and landscaping tools still litter the grounds, the five story Millbrook Square Apartment building is fully occupied and essentially finished Built and operated by the development firm of Corcoran, Mullins, Jennison Inc (CMJ), Millbrook Square is a state and federally funded elderly housing development It is the company's ninth elderly development

The Mass Housing Finance Agency provided temporary financing during construction, after which the Government National Mortgage Association became the permanent financier The $7 million of permanent financing costs for Millbrook will have been almost equally shared by the state and federal governments, according to Vice President of Sales and Marketing Susan Copparell at CMJ's main office in Quincy

The selection process for Millbrook's 146 fully equipped apartments took a number of criteria into account Residents have to be 62 or older or be handicapped and have an annual income of no more than $15,250 for a single person or $17,400 for two people Rent is 25 percent of a resident's income, by rule of the federal Department of Housing and Urban Development's (HUD) Section 8 program

To choose among the hundreds who filed for apartments by the Oct 1 deadline, certain situations were given priority Victims of eviction or fire, those paying more than 50 percent of their income on rent, those living in substandard housing, and residents of Arlington were all given first preference

Of the 184 Millbrook residents, approximately 80 percent are Arlington residents, five are in wheelchairs, and two are blind (one of them is in a wheelchair) To get one of the 15 handicapped apartments or one of the nine two bedroom apartments, applicants had to submit medical letters, according to Jean Fernandes, Millbrook Site Manager

Also as part of the HUD Section 8 program, Millbrook has a minority quota of 26 (10 Blacks, 2 American Indians, Alaskans, 2 Hispanic, 2 Asian Pacific Islanders) Fernandes said that only five blacks presently live in Millbrook because not enough eligible minorities had originally applied Fernandes said the minority quota would be met through subsequent acceptances from the waiting list It is a long list

Opening a desk drawer in her ground floor office, Fernandes revealed the three foot wide file crammed with the names of the almost 400 people waiting for an apartment at Millbrook

A morning's tour around Millbrook quickly reveals why this is coveted elderly housing Apartments come with such niceties as wall to wall carpeting air conditioning, and garbage disposals, as well as the expected stove and refrigerator

To help defray electrical costs residents are offered an electrical allowance of $18 for a one bedroom apartment and $22 for a two bedroom, which can be directly deducted from the rent

For security, each resident can turn his television to a particular channel to see who is buzzing from the lobby There are handicap aids in evidence everywhere ramps, raised numbers on the floor buttons in the elevator, and emergency buttons in each bedroom and bathroom that ring alarms in the hallway and in the manager's office

And according to Director of Fire Services Warren French, Millbrook is one of the most fire safe buildings in town

Director French says the building meets the latest codes and has a sprinkler system, as well as a built in standpipe system for hose operations on each floor

The fire alarm detection system for corridors is tied into the building's alarm system which is connected to a fire box which rings at fire headquarters

In addition, each apartment has its own electrical smoke warning system with a buzzer and flashing light for those who are hard of hearing

Another feature of the building is a smoke exhaust system which will remove smoke from corridors through two vents in the roof

There is also a laundry facility in the basement

An added touch are the niches outside the front door of each apartment designed so a resident can put the groceries down for a minute while groping for keys and opening the door

One particularly eye catching detail is the extensive use of wood for both functional and decorative uses Fernandes explained that one of the CMJ partners is a wood devotee

As for problems with the new development, Fernandes, (who is in her office nine hours a day Monday through Friday), and her residents were pressed to come up with many shortcomings other than parking confusion and the lack of a garden

Fernandes said that once parking lot construction is finished in about a month there would be sufficient space for all residents, but not any space for guests

"There is not a problem and it has really been blown out of proportion," she stated

The absence of a garden, though, was a matter of some debate among at least two residents

"One thing I'm disappointed in is that we can't have a garden," said Victoria Onanian, who was born in Arlington

But one man said he thought domestic responsibility is better a thing of the past Joseph Delay, who drove heavy equipment for Arlington for 34 years, said he liked Millbrook because "you don't have to cut the grass or worry about the pipes breaking "

Resident Superintendent Robert Mehan is in charge of worrying about the pipes or anything else that may go wrong So far not much has

The one worry that many residents said they were happiest to be rid of is probably that which is the most debilitating for the elderly loneliness If nothing else, Millbrook Square is a family and according to those who live there, Fernandes is indisputably the mother

"We all love her," said Millbrook resident Joe Petersen

"You play a lot of roles in one Sometimes I feel like a psychiatrist, a social worker, and an activities committee all at once," Fernandes commented

It's a lot of activities in one, but I love it," she said, holding up the newsletter she writes for the residents

In her guise as activities committee, Fernandes is responsible for weekly exercise and arts and crafts classes There was a St Patrick's day party, a facial demonstration, and in a couple of weeks there will be the first Millbrook cookout in honor of the finished patio Soon Fernandes hopes to have a dancing class Every Wednesday morning CMJ sponsors a coffee hour, where doughnuts and informational messages are passed along with equal speed

Last week, 70 Millbrook residents sat in the community room waiting for "Jean and Bobby" to arrive with the week's announcements and reports The community room is the largest of Millbrook's social rooms with a two-story floor to ceiling window on one side and looking down from the other side of the room is a balcony wrapped in plants

Fernandes and Mehan are cheered like celebrities as they walk into the room For a couple moments all sit quietly listening to a woman sing a song that refrains, "I love you, Jean" and something about those folks at CMJ

After her announcements, Fernandes asks how everyone enjoyed the facial class She is answered by a number of women who said they found it "very interesting " She then asks for the consensus on the new planters and more cheers and clapping erupt, "beautiful," one shouted

Mehan then reports on what to do in case a smoke detector goes off accidentally and Fernandes finishes by asking for the donation of an hibachi to the upcoming barbeque

"We try to keep them here and keep them happy and busy," she explained "CMJ tries to keep a family atmosphere "

Asked about their feelings on their new family, residents needed no time to answer

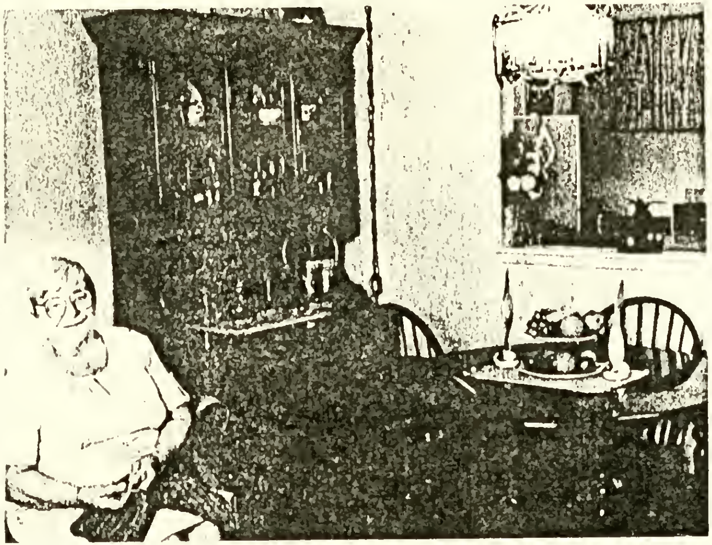
"I love it," said Jane LeBlanc

I'm very happy here," remarked Gladys M Clark who lived in East Arlington between 1920 and 1940 "I'm 82 and need help because of it "

"I love it here," stated Catherine Healion, formerly of Brattle dr "My old apartment was very quiet, very depressing

"We come down here (the community room) and play Pachino and have a good time," she added

In the first few months of occupancy at Millbrook, it is hard to argue with a good time



IN HER NEW HOME—Millbrook Square resident Jean Boone relaxes in the living room of her new one bedroom apartment Among a number of other safety and convenience features, each apartment comes complete with air conditioning, a garbage disposal and emergency buttons in the bedroom and bathroom that ring alarms in the hallway and manger's office on the first floor.

'This is so beautiful I can't praise it enough.'

REAL ESTATE

Quincy firm filling 10-acre gap in Somerville

By Anthony J. Yudis
Real Estate Editor

For Somerville, which has had a shortage of low and moderate income housing and a vacant 10 acre site begging for development for over a decade, the frustration is over

A Quincy based firm has started construction that will provide 224 Somerville families with affordable rental units — with the help of subsidies from the US Housing and Urban Development Department

The builder is Corcoran, Mullins, Jennison, Inc. (CMJ), which gained considerable notice for its participation as a developer in the pilot housing program in Lynn which involved the Lynn municipal government, and state and federal housing agencies

With the cooperation of governmental agencies and taking on the residents of a decaying state public housing project in Lynn as development partners, CMJ was able to demolish the decaying old buildings and rebuild a handsome project that would house mixed income families. Low income residents of the old public project were given priority status for new apartments

It was one of the few times that government agencies acknowledged that 100 percent low-income public housing projects do not work well and that government needs the help of the private sector to revamp the existing situation

Today a similar mixed income concept is planned for the Columbia Point housing project in Dorchester that would emphasize rehabilitation, but with a minimal amount of demoliton That program would also involve existing tenants as partners No developer has been chosen, however

Today, including the Cobble Hill project, CMJ is involved in construction of 728 subsidized units, representing a total value of over $38 million The largest is Cobble Hill, bounded by Washington street in Somerville and extending out toward Rutherford avenue, in Charlestown, but still within the Somerville boundary.

Like many other urban cities in the '60s, Somerville participated in the federal slum clearance program and with the aid of urban renewal money cleared a large section of old buildings for a commeracial and industrial project

But when the state shelved the proposed inner belt highway extension into Somerville, the city changed its mind and decided to go for housing A Holiday Inn and small industrial park had been constructed nearby, but 10 acres which had been cleared in 1968 remained vacant.

Initially another firm was selected by the city, although the local neighborhood advisory group favored the CMJ firm However, the chosen firm was unable to perform and the project was turned over in 1979 to the Quincy firm

CMJ and its architects, Donham and Sweeney of Boston redesigned the project and, working with the Cobble Hill Neighborhood Assn. and Somerville Redevelopment Authority, was able to secure local permits and approvals Construction now under way will be completed within two years

The architects have designed five buildings grouped around a quadrangle courtyard. The buildings include two 6-story structures ands two 4-story buildings The fifth building will be an 11,200 square foot commercial area housing a neighborhood convenience shopping center, which will help tie together the new community and the existing residential ara across Washington street. The units will be primarily one-bedroom apartments with 590 square feet of space There will be 33 two-bedroom units averaging 940 to 920 square feet in size.

All units will be subsidized, with tenants paying only 25 percent of their income for rent. The site is within walking distance of the new Sullivan Square MBTA terminal and is on a bus line to Cambridge Mass Housing Finance Agency, which worked with CMJ on the successful financing of the Lynn project, furnished a $12.1 million construction loan, while permanent financing came through the Government National Mortgage Assn. (GNMA).

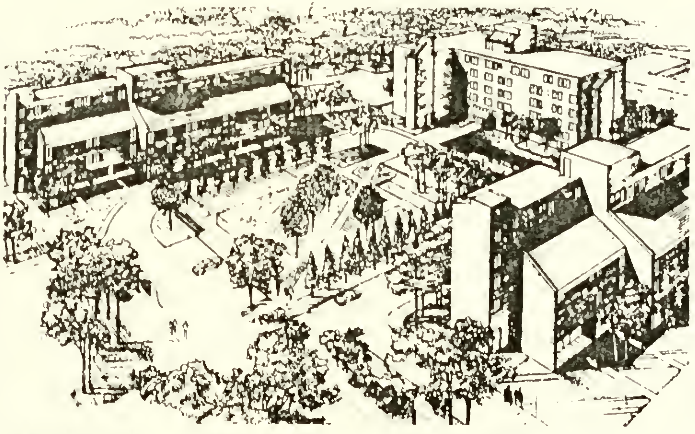
CMJ, headed by Joseph Corcoran, is also involved in construction of a 103-unit housing development in Dorchester's Peabody Square area at Talbot and Dorchester avenues. The firm is building a "turnkey" project, meaning when the housing package is completed it will be sold to the Boston Housing Authority at an agreed-upon price.

This project for the elderly presented a challenge to the architects since a portion of the 32,000 square foot site is directly above the MBTA tunnel which services the MBTA Red Line to Ashmont in Dorchester.

A structural steel system of 42-foot trusses, spanning the tunnel, was developed by the architects, Strekalovsky and Holt of Hingham and structural engineers, Engineers Design Group of Cambridge. The building will be staggered in height, six stories high with a setback at the fourth level to keep it in scale with surrounding buildings. Total development cost is $6.7 million. Contracor is CMJ Construction Corp., a CMJ affiliate.

CMJ has completed several projects n Dorchester, including an apartment for the elderly on Dorchester avenue in Dorchester Lower Mills and a recycling of an old industrial building on Aukland street in the Savin Hill section. The company also recycled the former Keystone camera factory in Dorchester into housing for the elderly.

The firm is also building a 146-unit, five-story development for the elderly on Millbrook Square in Arlington, a 170-unit development for the elderly and families in Holbrook and another "turnkey" in Exeter, N.H., where the firm was chosen over 22 others for development of an 85-unit apartment building by the Exeter Housing Authority.

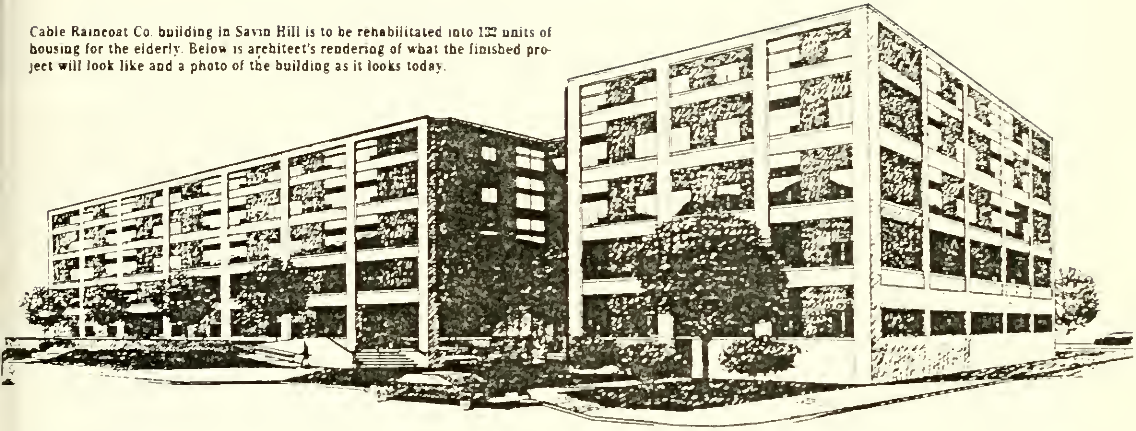


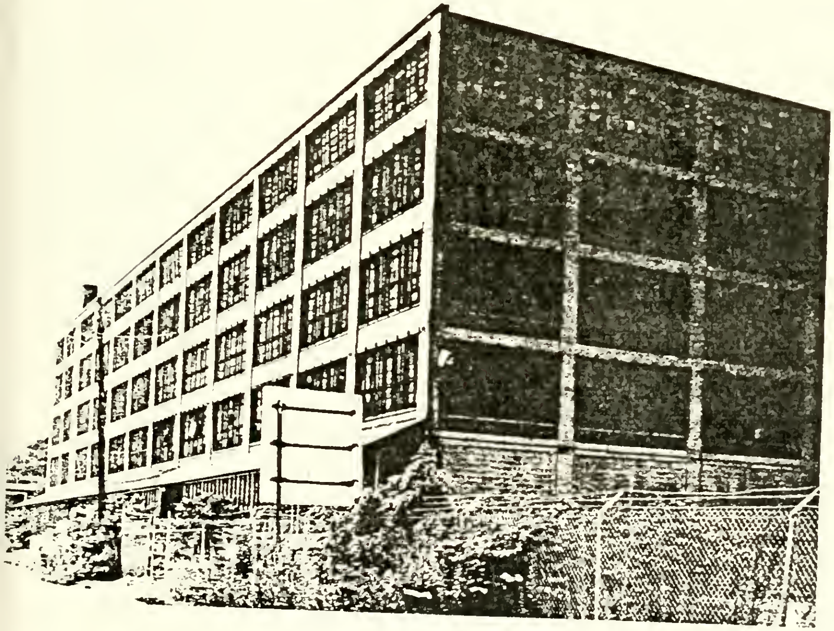
Architect's rendering of Cobble Hill housing program now under construction in Somerville.

Architect's drawing of 103 unit elderly housing apartment under construction in Peabody Square, Dorchester.

THE BOSTON SUNDAY GLOBE DECEMBER 2, 1979

Cable Raincoat Co. building in Savin Hill is to be rehabilitated into 132 units of housing for the elderly. Below is architect's rendering of what the finished project will look like and a photo of the building as it looks today.





Savin Hill gets elderly housing

Construction has begun on Savin Hill in Dorchester on a project to recycle the old Cable Raincoat Building at 130 Auckland st into a 132-unit housing apartment for the elderly

The Mass Housing Finance Agency has agreed to lend $5.4 million to the development firm, Corcoran, Mullins, Jennison, Inc. of Quincy, and the Federal Housing and Urban Development Dept. has awarded Section 8 rent subsidies to cover all the apartment units

Under the Section 8 program, HUD agrees to pay the difference between 25 percent of a tenant's income and the fair market rent established for the unit. Architect is Strekalovsky and Holt of Hingham

Also HUD community development block grant funds are being targeted into the area for street lighting, sidewalk improvements and commercial facade renewal.

The building was constructed in 1928 and served as an Atlantic & Pacific Tea Co. distribution center until 1960 when the Cable Raincoat Co. purchased it. Nearby the P.V. Sullivan Plumbing Co. property has been acquired and will be cleared to provide parking and landscaped outdoor sitting areas for the elderly.

REAL ESTATE

A public housing transformation for Lynn

By Anthony J. Yudis
Globe Staff

The Quincy based development firm of Corcoran, Mullins, Jennison Inc., which made local history in the housing industry by transforming a hopeless and decayed public housing project in Lynn into a showplace mixed income housing community, is being given a chance to do a similar, but smaller rejuvenation program, and again Lynn is the scene for this latest experiment in rejuvenating low income public housing.

The firm, known as CMJ, several years ago with state and local financial help transform Lynn's America Park into its new image and name as the 441 unit, 58 acre "King's Lynne," an attractive residential community where subsidized low and moderate income families and those paying market rentals live in the same complex.

In the rejuvenation process ownership was transferred from the state to a private joint ownership consisting of CMJ and the tenants' group, the King's Lynne Residents' Council. And none of the original low income residents who wanted to stay were relocated.

Last week CMJ was selected from five developer submissions by a five member Policy Board which included state and local officials and two tenant representatives from the two housing projects involved — the Green Street and the Chestnut/Memorial Park projects in East Lynn, totalling 126 units. About 20 units are vacant.

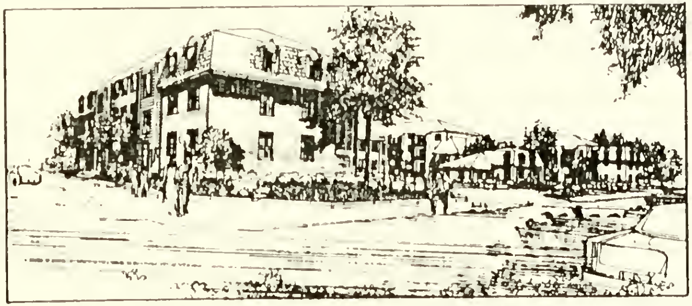
The King's Lynne project involved demolition of eyesore buildings and construction of new garden type apartments, with a swimming pool and other amenities. The much smaller Green Street and Chestnut/Memorial Park projects will be mostly rehabilitation, with some architectural changes to existing buildings and some new townhouse construction.

The proposal, as in the case of King's Lynne, will be carried out under provisions of state legislation passed in 1973, Chapter 884, which allows for the sale of substandard publicly-owned housing and for the creation of a mixed income community to replace the existing low income units.

The law also provides for the active participation of existing tenants in the entire changeover process and for a tenant share in ownership and management responsibilities.

The concept that had been applied in Lynn and is now scheduled to be applied again in that community is one that Boston and elements of the Dorchester community as well as tenants of the Columbia Point housing project have been seeking to do for that area, but it has been taking a long time to bring the Boston project to the execution stage.

But the difference in Boston is that Columbia Point is a federally aided project whereas the Lynn public housing projects are state aided. It has been easier to get all the parties together to agree on plans, particularly state agencies such as the Mass. Housing Finance Agency, which makes mortgage and construction loans available, and the state Executive Office of Communities and Development and the Lynn Housing Authority.


Wood and stucco facades, pitched roofs, balconies and new townhouses will be part of Lynn's Green Street project when renovations are completed. Architect is Claude Miquelle Associates of Melrose.

Such a program requires a lot of public aid including rental subsidies to carry the low income tenants.

The CMJ proposal cuts the number of units from the existing 126 to 99 and provides for 58 one to three bedroom units in Chestnut/Memorial Park and 41 units of one to three bedroom apartments at Green Street. The two projects are only about a half mile apart.

The final bedroom mix may be changed in further negotiations. Unlike King's Lynne, which has market rental tenants (those who pay the prevailing rental rates with no subsidies), the units in the new project will be available only to low and moderate income families, which means all units will carry state rental subsidies.

At the 1.3 acre Chestnut project, 42 units will come through rehabilitation of existing buildings and 16 units will be in new construction. At the seven acre Green Street project, 35 units will be renovated and six new structures built.

The designer teamed with CMJ is Claude Miquelle Associates of Melrose, a firm that has designed many suburban conventional rental housing complexes and which also designed King's Lynne. Project architect is Andrew Zalewski.

Since there will be fewer units than exist today, some residents who cannot be housed in the redeveloped properties will be provided with alternative units in scattered site housing or leased housing units, according to local housing officials.

Also CMJ will be involved in a fifty-fifty partnership with the Green Street/Chestnut Street Tenants' Assn.

"Not only will the association share equally in development decisions, but it will receive a share of the gross syndication proceeds and a portion of the annual cash flow as well," says Marty Jones, vice president and project director.

New construction will include clusters of 2½ story townhouses "to provide a natural transition between the neighboring houses and the larger structures on the site."

The townhouses will have their own private entrances and all the three bedroom units proposed will be located in the townhouses.

"This reduces the child load in common entries and provides direct access to the outside for townhouse occupants. It also allows all three bedroom units to have outside patios and storage areas," according to the design submission.

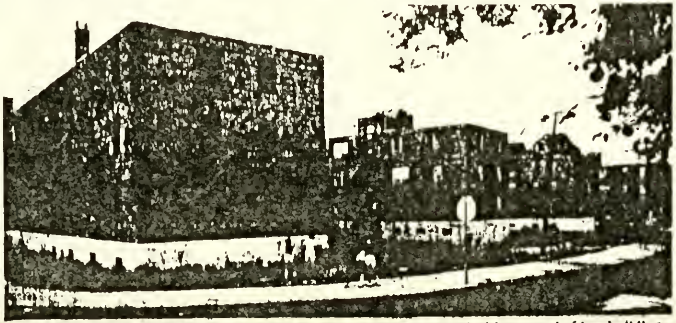
The existing brick facades, say housing officials, are in poor condition and institutional in appearance. But this will change by replacing the brick with a mix of wood and stucco, "again reinforcing an appearance more harmonious with the surrounding frame houses," according to CMJ.

According to state housing officials, the total state investment initially will be between $8 and $10 million. The figures include allocations from the state for relocation costs and rental subsidies and construction and long term mortgage loans from Mass Housing Finance Agency.

Besides, contributing its development expertise, CMJ, according to Joseph Mullins, a partner, will put in up front equity of about ten percent of the total development cost of about $5 million and will assume an MHFA mortgage of $4.5 million.

"In addition we will post letters of credit for construction guarantees and operational overruns," he added.

An added incentive for the developers will be the ability to syndicate the sale of a portion of the equity in the project to individuals seeking tax shelter advantages. Proceeds will be shared between CMJ and the tenant partnership. The project will also be put on the Lynn property tax rolls.

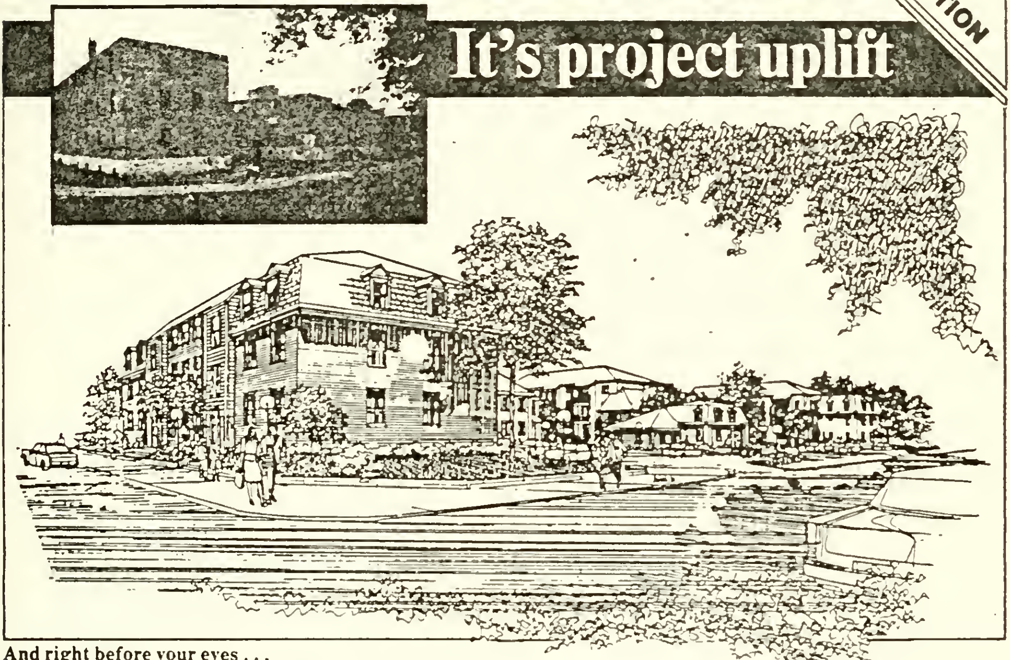

Number of units in Green Street housing project in Lynn will be reduced with removal of two buildings.

Boston Herald American

YOUR/HOME

DAILY PULLOUT SECTION

It's project uplift



And right before your eyes . . .

How Green Street housing project looks now (inset) and the proposal.

A public-gone-private development follows in wake of a Lynn winner

By BARBARA RABINOVITZ

Infestation, vandalism, abandonment — the proverbial problems of public housing were not unknown to the occupants of the Green Street and Chestnut Street developments in Lynn

The deterioration of the 126 units at the two projects, located one-half mile apart in East Lynn, had become so had that in 1979 the Lynn Housing Authority took drastic action.

With the support of the projects's tenants, other city officials and Lynn state representatives, the housing authority applied for state funding under special legislation, which provided for the transfer of the housing's ownership from the public to private sector

Now, three years later, the projects are scheduled for a major renovation to begin in March under their new owners — a partnership between the tenants and the Quincy development firm of Corcoran, Mullins, Jennison, Inc., (CMJ)

It will be the second public-gone-private development for Lynn, which with its King's Lynne development, has shown other cities one way of dealing with deteriorated public housing

King's Lynne sits on the site of what had been America Park, 58 acres of brick and stucco post-war public housing that was so decrepit that residents were complaining about mushrooms growing in the moldy closets.

In 1970, a group of the disgruntled tanants proposed a plan which called for the demolition of America Park and its replacement with a privately owned rental development.

In 1979, a new $21 million complex of townhouses and mid-rise and garden-style buildings opened under the name King's Lynne and quickly became a respected residential community within the city.

The new owners of the Chestnut and Green Streets property anticipate that the renovation of their buildings will bring the same results and may even be a more gratifying achievement for having saved, rather than destroyed, the old housing

"We and the tenants want to change the image of the projects," said Marty Jones, CMJ vice-president and project director "Right now, you drive by there and say 'that's public housing' "

When they become private housing, the buildings will contain 104 one- to three-bedroom units, 61 of them at Chestnut Street and 43 at Green Street.

At current construction costs, the renovated units will be priced at $600 for a one-bedroom, $725 for a two-bedroom and $800 for a three-bedroom

Jones emphasized that those prices will not be the rents the tenants will pay The housing will be subsidized under the federal Section 8 program, which stipulates that the tenant's rent be no more than 25 percent of his income.

The Lynn Housing Authority will sell the property to CMJ and the Green Street-Chestnut Street Tenants Association. As co-equal partners, the developer and tenants will form a limited partnership They will be limited to six percent of the amount originally invested in the $5.5 million renovation project

The financing consists of a $500,000 down payment by CMJ, a bond issuance by the Massachusetts Housing Finance Agency, rental subsidies from the U.S Department of Housing and Urban Development.

and technical assistance funds from the state Department of Communities and Development.

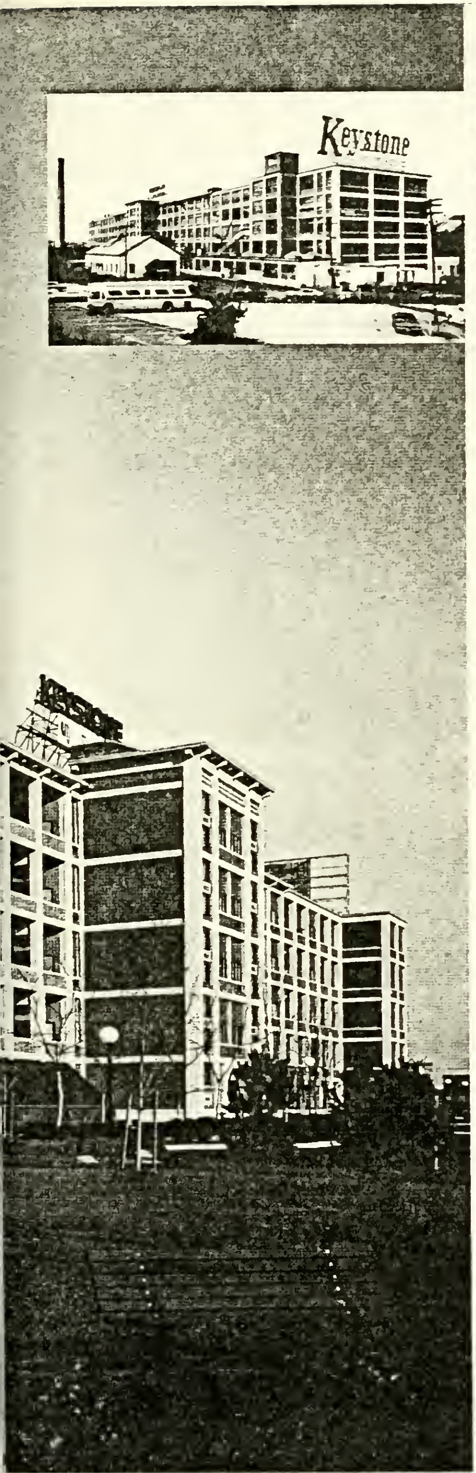
The renovation will require partial demolition and the addition of some new structures to the existings buildings.

New pitched roofs will be added on to create more attractive exteriors for the flat-topped buildings.

And the interiors of the three-story brick structures will be completely redone.

The first of the renovated buildings will be ready for occupancy by the end of this year, concluding what Jones admitted was "a long decision-making process and a lot of negotiation.

"But we'll end up with a product that's worth the extra effort."



From factory to housing—'a way to go in the '80s'

So says homebuilder Joe Corcoran, whose Quincy, Mass. firm—Corcoran, Mullins, Jennison Inc.—transformed the abandoned factory shown above left into subsidized housing for the elderly.

The recycled building—known as the Keystone Apartments—was originally built as a piano factory in 1915. Now, with the help of HUD Section 8 subsidies, it provides 220 one- and two-bedroom units plus three studios for senior citizens.

Why do this sort of project now? Corcoran cites two reasons:

One is market penetrability. "The middle market has been squeezed out," he claims. As a result, CMJ is now concentrating on the low and high ends of the market, building subsidized housing and luxury condominiums.

The other is speed. "The lead time with rehab is only about a year, whereas with a new project it's about two years. That reduces risk as well as headaches. And though you may be working with government agencies, you're still dealing with fewer regulations."

The case of Keystone seems to bear him out. All of the apartments were rented, with a waiting list of over 700 names, by the time the project opened in Nov. 1979. And it took only 13 months from the time the property was acquired until the opening, even though three government agencies were involved (the Massachusetts Housing Finance Agency for the construction loan, the Government National Mortgage Assn. for the 40-year mortgage, and HUD).

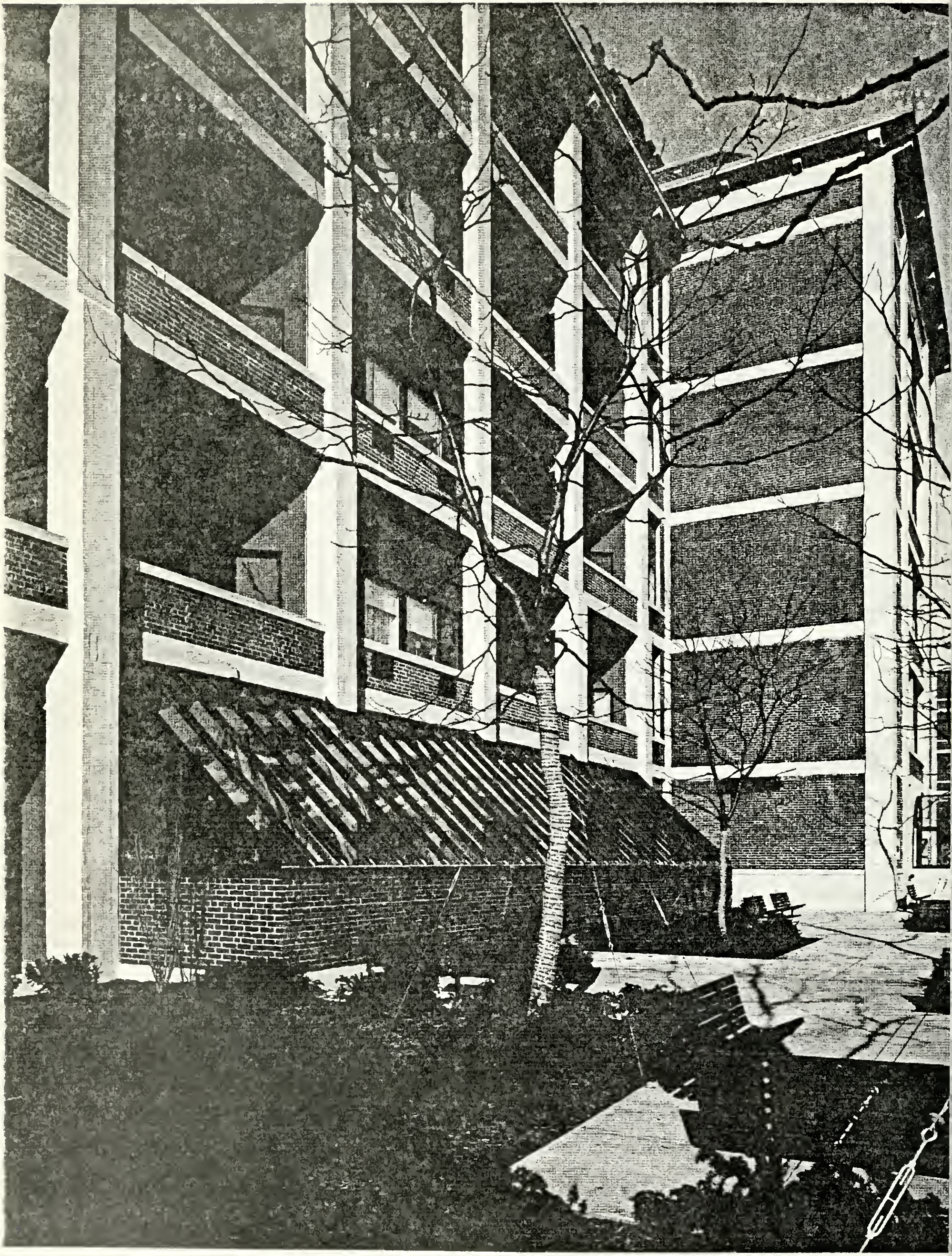
Bringing the old factory down to housing scale called for innovative design. According to architect Vcevy Strekalovsky, the building's 620-ft. length created the danger of "long corridors that looked like bowling alleys." So each floor was broken into four zones by projecting storage and laundry areas into corridors near stairwells and elevator shafts *(see plans on page 61)*. The 82-ft. width and foreboding industrial facade also posed problems. The solution: 8-ft. deep balconies set into the building at alternating bays.

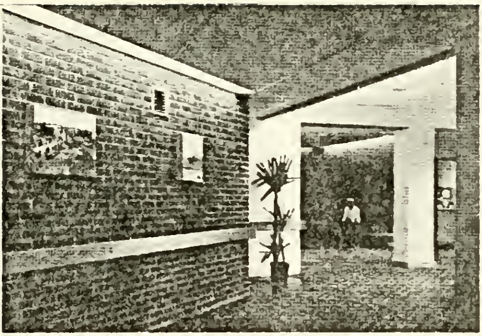
Several amenities—such as a large community room with a solarium and kitchen facilities—were also added to suit the senior citizens' lifestyle.

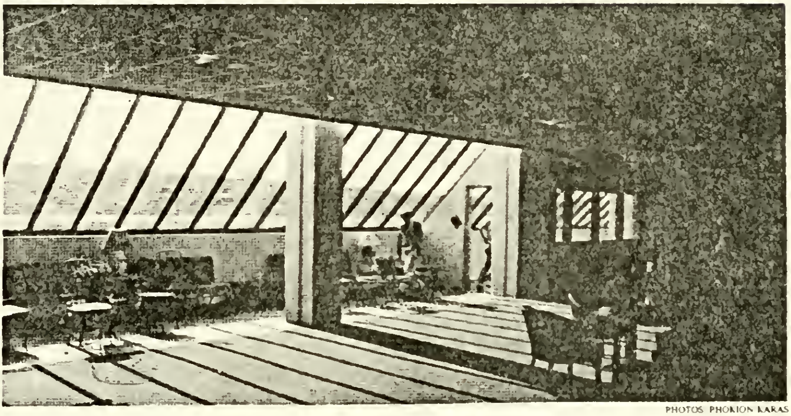
—STEPHEN LEVIN

Here's a breakdown of costs for the Keystone rehab

Acquisition	$ 956,973
Land improvement	361,135
Construction (including demolition)	5,105,501
General overhead	113,706
Architects' fee (design and supervisory)	195,000
Financing	1,354,000
Other development costs	350,674
Total	$8,436,989



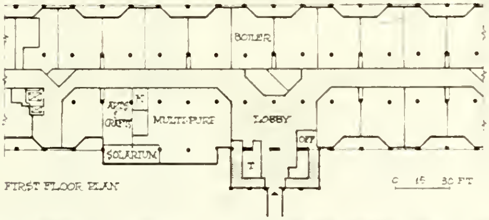




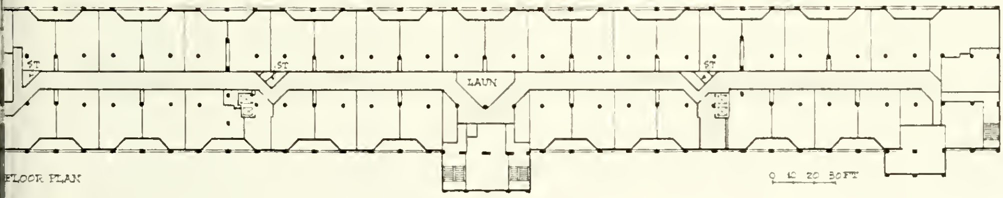
PHOTOS PHOKION KARAS

Spacious public areas are provided on the first floor for socializing and family visits. Brick-lined lobby *(top photo)* was turned into communal space by adding benches and public restrooms. Community room *(photos right and on facing page)* includes kitchen facilities, a solarium and a workshop. Living space was also extended outdoors by landscaping with benches, walks, courtyards and bocci and shuffleboard courts.

Long corridor on each floor is broken into four zones by two triangular storage areas and a laundry room *(see plan below)*. Rooms were designed around existing stairwells and elevator shafts, so a total of 22 floor plans were needed—thirteen one-bedroom, eight two-bedroom and one studio *(located by stairwell at left in plan)*. Plans range in size from 478 to 1,002 sq. ft.

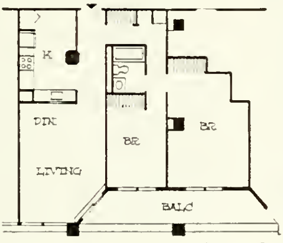


FIRST FLOOR PLAN

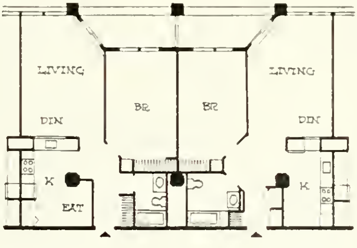


FLOOR PLAN

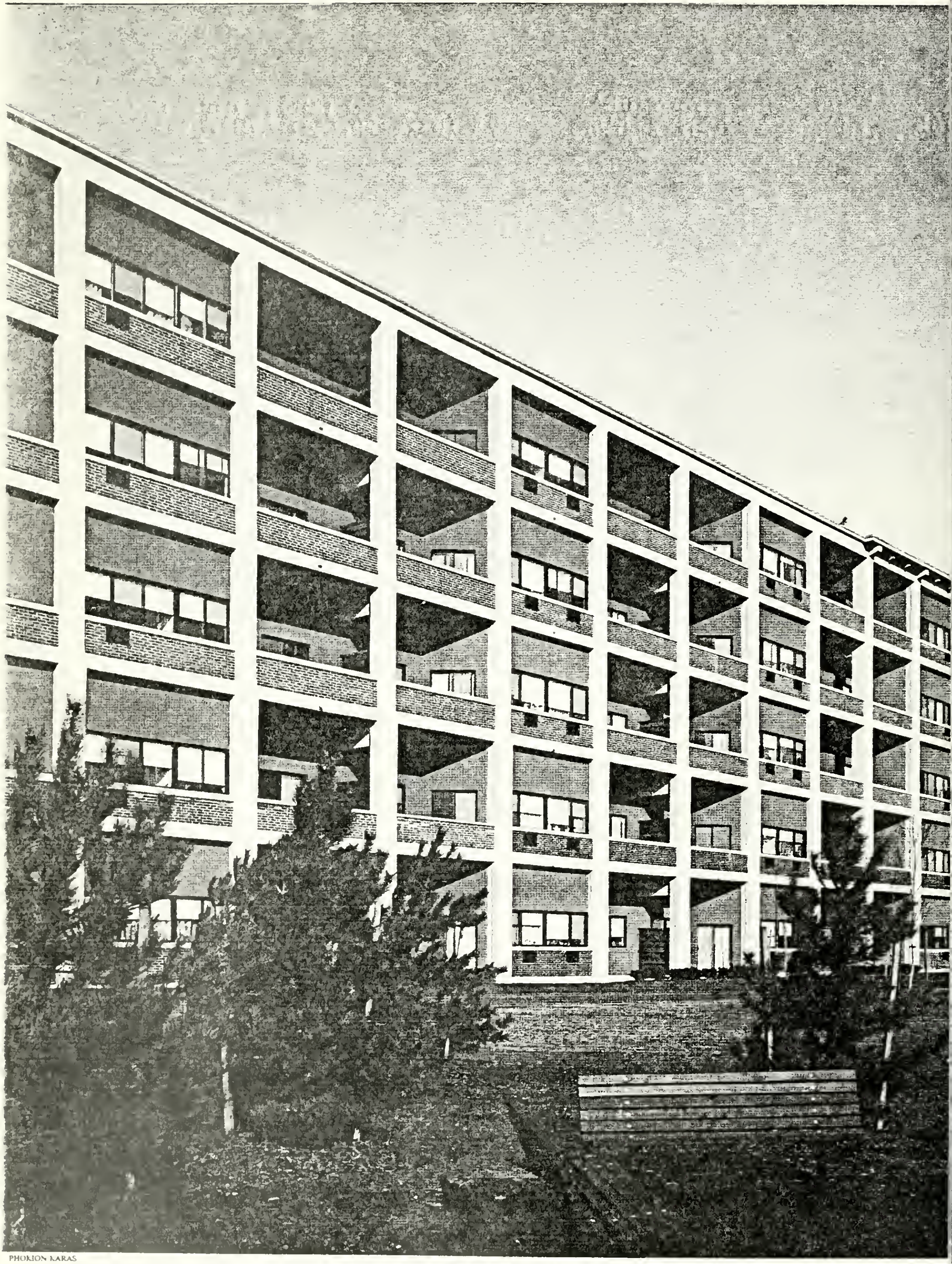
Typical floor plans include balconies for both one- and two-bedroom units. Existing concrete columns were incorporated into the design of each room. Special plans for the handicapped, such as the one shown far right, provide extra space in bathrooms and hallways, as well as special amenities, such as oversized baths.



2 BEDROOM UNIT



1 BEDROOM UNIT 1 BEDROOM -HANDICAPPED



PHOKION KARAS

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Zero Lot Line, Townhouses, Duplexes

Profitable Solutions To Higher Density

Duplexes at Sea Pines (above) on Cape Cod.

Increasing the density of for-sale housing can help solve two related problems for builders.

First, higher density development can help offset ever increasing land costs. And that helps to solve the second problem: Meeting the powerful demand for home ownership by those who can't afford higher-priced housing.

But higher density can create problems if it means sacrificing privacy and unit identity. That's why careful planning and design is crucial to the success of high density detached and attached developments.

The following 14-page story shows how seven builders have used either townhouses, or duplexes, or zero lot line homes to increase density and attract buyers. The solutions are different, but the objectives are the same: to provide as much livability as possible on smaller land spaces.

Duplexes: Sensitive Siting Makes Best Use Of Super Site

There's often a strong temptation to squeeze as many units as possible onto a spectacular site.

But at Sea Pines—a 35-acre second home community on Cape Cod Bay in Brewster, Mass.—the builder, Corcoran, Mullins, Jennison, Inc. of Quincy, Mass., resisted that temptation. Instead, the company built only 26 duplex units on the beautiful wooded waterfront bluff section of the tract.

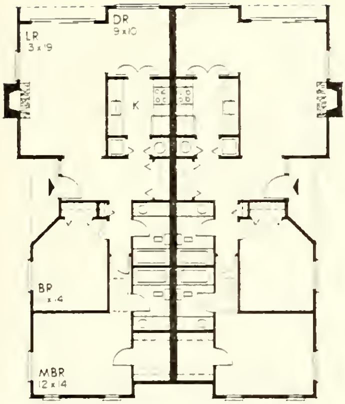
The density in this nine-acre duplex section of Sea Pines is moderate—about 3.8 units per acre. But the land plan really makes maximum use of the magnificent site. Each of the duplexes has an unobstructed view of the water. And they are sited so they do not block the views from townhouses that had been built farther away from the water.

About 70 percent of the duplex section is open space (see partial site plan shown). The 13 two-unit buildings are clustered around detached garages and landscaped parking courts. Ken DeMay and Sam Nuckols of Sasaki Associates in Watertown, Mass., designed the duplexes and did the site plan.

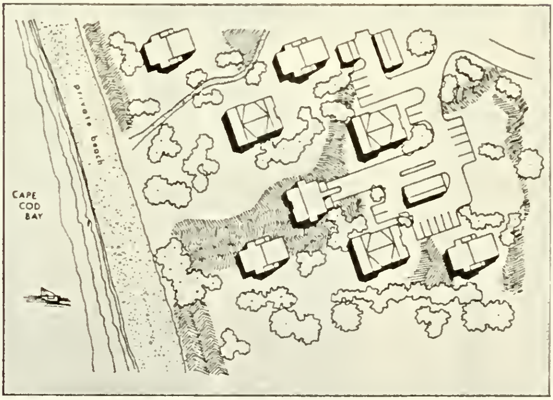
There are three duplex designs at Sea Pines. They range in size from 1200 square feet to 1540 square feet and in price form $79,500 to $115,000. Two of the plans have two stories, and the other is a ranch.

"When prospects walk through our model, their usual reaction is 'This is a duplex? I'd never have known,'" said Linda Dixon, formerly director of marketing and now development coordinator at Sea Pines.

It's the privacy and brightness of the duplexes that surprises—and pleases—most prospects. For privacy, entries are located on opposite facades, not side by side. To brighten the interiors, there is glass on three walls, not just two (see one-story back-to-back duplex plan shown).



PHOTOS PHOKIAN KARAS



A spectacular site deserves sensitive treatment. And the site at Sea Pines, a development on Cape Cod Bay, is spectacular—a wooded bluff overlooking the bay (top photo). On this site Corcoran, Mullins, Jennison, Inc. built duplexes—the 13 buildings sited to take advantage of views (partial site plan above). Photo (left) and floor plan (above left) show a one-story duplex.

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SEA PINES

Sea Pines Cluster Home Condominiums
Route 6A, Brewster, Cape Cod 896-5701

A CORCORAN, MULLINS, JENNISON, INC. PLANNED COMMUNITY

Corcoran, Mullins, Jennison, Inc., 1776 Heritage Drive, Quincy, MA 02171
(617) 328-3100

REAL ESTATE

Condominiums coexist with a mansion

By Anthony J Yudis
Globe Staff

BREWSTER – Some of the huge mansions in Massachusetts that have outlived their usefulness for single family ownership are now housing groups of owners within its walls

These grand homes have been partioned to make a number of individual units that have been sold as expensive condominiums

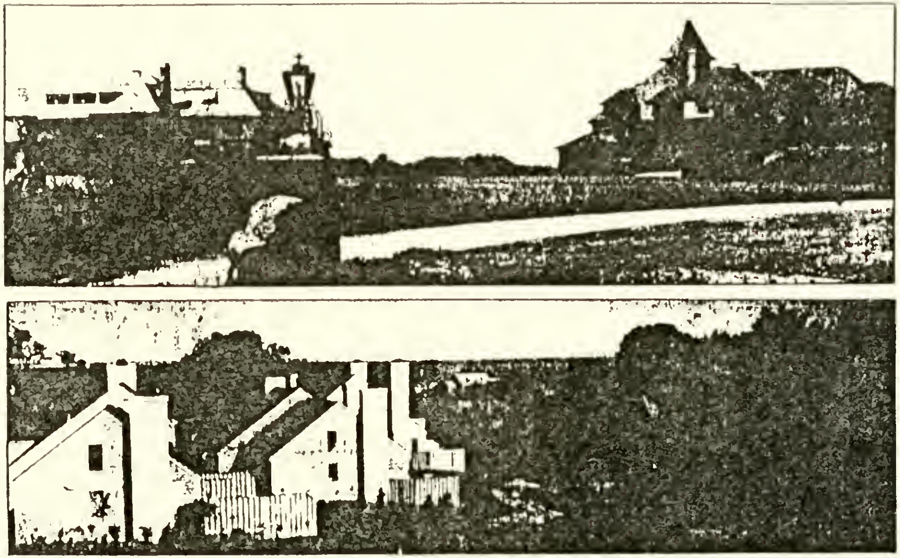
So when the Quincy-based development firm of Corcoran, Mullins, Jennison Inc purchased the 50 acre former Nickerson Estate here from the La Salette Fathers religious order in 1980, the potential for a luxury condominium development seemed obvious

Dominating the oceanfront estate was the historic 31 room mansion, originally built in 1890 by Roland Nickerson, son Samuel Nickerson, founder and first president of the First National Bank of Chicago The mansion itself had a four acre front lawn and a companion carriage house

The original wood, Victorian style mansion was destroyed by fire in 1907 and rebuilt by Roland Nickerson's widow The new house was built with steel reinforced concrete covered by stucco

Corcoran, Mullins, Jennison originally purchased the property to develop a luxury residential complex similar to the one the firm has at Sea Pines, one mile down the Cape Cod Bay from the Nickerson property, but instead has gone ahead with a year round luxury condominium program calling for 86 new units of new two and three bedroom two story attached homes designed by Sasaki Associates, a nationally known landscape and architectural firm based in Watertown

Corcoran, Mullins, Jennison president Joseph Corcoran resisted the temptation to convert the mansion property into condominiums To do so the firm would have had to make many interior changes that would have destroyed, says Corcoran, the building's exquisite interior finish



Mansion (left) and carriage house on Nickerson estate in Brewster will become an executive conference center Known as Ocean Edge. condominiums on 50 acre Cape Cod estate (below) were designed by Sasaki Associates and are priced to sell from $136,000 to $240 000.

"We talked with a number of consultants and conducted considerable market research," said Corcoran

"Everything seemed to suggest that we look into the possibility of converting the historic mansion into an executive conference center."

Today the new residential enclave is known as Ocean Edge and the Nickerson mansion and carriage house area will be the conference center known as Fieldstone Hall at Ocean Edge

The primary market for the conference center, says Corcoran will come from the corporations from throughout New England, emphasizing those with headquarters in Boston or along Rte 128 He also is confident that the resort and country club setting of the Cape will also lure corporate entities from the New York to Wahington, D.C. business industrial corridor

To round out the conference center, the plan calls for construction of 44 modules of "villas," or sleeping quarters for conferees, modules which can break up into 110 suites or about 150 sleeping rooms

Corcoran says the design is such that the villas would be behind the mansion buildings and from the main Rte 6 road, only the mansion would be visible as it has for decades

The mansion house itself will serve as the dining room and house a number of smaller conference rooms and lounge A large meeting or conference room to hold about 150 to 200 people will be built between the villas

The villas will feature large common living rooms for informal meetings, socializing or study

The carriage house will serve as the recreation facility and will contain exercise rooms, pool tables, lounge areas, saunas and a squash court An indoor swimming pool also will be built connecting with the recreational building

All new structures will be connected with the old buildings within the new conference center.

"The whole theory is to be able to use the facilities all year-round. In the winter, conferees can both work and get their recreation and socializing without leaving the grounds," said Corcoran.

The conference center will have an inventory of audiovisual aids, from videotape equipment to overhead projectors and a trained, full time staff, according to the development firm

The 50 acre property has 1100 feet of beach frontage overlooking Cape Cod Bay and Provincetown.

Forty-nine condominium, 37 of which already have been sold, are now under construction Condominium prices are ranging now from $136,100 to $240,000

The designs by Sasaki Associates "reflect a contemporary Cape Cod look in color, materials and style," according to Corcoran.

The condo styles range from detached ranch capes and saltboxes to duplex houses and townhouses. Each home is either sited on the beach or by a spring fed pond Recreational amenities for condominium owners will include a swimming pool, clubhouse, tennis courts and exclusive use of a portion of the private beach

Another 37 expensive condominium units will be built, but no final decisions has been made on how they will be sold, said Corcoran.

"We are holding the land in abeyance until we see the results of the conferencee center Our thinking is that the center might generate corporate interest in purchasing the remining units"

The mansion house featured eight main bedrooms, each with its own walk in closet, marble fireplace and tiled, Victorian-style bathroom

There were additional bedrooms on the third floor that once housed servants. At one time the mansion required 22 servants According to developme it officials, Italian craftsmen were brought to the Cape by the Nickerson family to hand-carve the oak woodwork and to install the marble imported from Italy.

In 1945 the property was sold to the La Salette Fathers and used as a novitiate and later as a seminary. When purchased by CMJ it was being used for religious retreats

SALEM HEIGHTS
Pope Street
Salem, Mass.

Units	Value	Completed
285	$9.8 M	October, 1974

Salem is an older industrial city in the throes of an aggressive renewal program. Housing is in great demand and short supply. Much existing housing is old and obsolete; new housing is limited because to date area incomes cannot support the necessary prices and rents.

Corcoran, Mullins, Jennison, Inc. built Salem Heights under HUD's Section 236 Moderate Income Program. Its 285 residents enjoy a modern building of superior design and construction at rents they can afford.

Salem Heights is experiencing 100% occupancy with a waiting list.

Rentals range from $201 for a one bedroom to $235 for a two bedroom.

20% of the units have been allocated to Salem's Elderly in cooperation with Salem Housing Authority and the elderly pay 25% of their income.

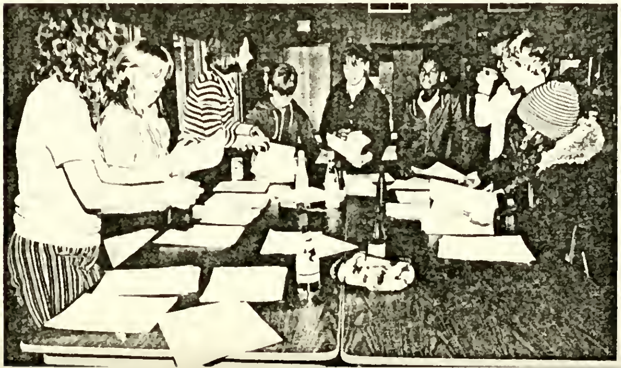
PEOPLE

No matter how architecturally distinctive, buildings are only buildings until people make them a community.

CMJ recognizes that happy, satisfied residents are the greatest asset to good management; thus, CMJ attempts more than building structures. They build structures with people in mind and remain actively involved after construction is completed by initiating social activities, newsletters, and recreational programs. Before long, these functions are expanded and continued by the residents themselves. At that point, a true community is born. Management then assumes its traditional role of providing for the comfort of its occupants.

Residents of Westborough Country Village are enjoying the facilities in their lounge on a typical weekend afternoon. Attendance at social functions at this senior citizen community is virtually 100%. Westborough Country Village has started a tradition by leading off each monthly newsletter with an original poem contributed by a resident.

Merrymakers at Salem Heights enjoy a buffet supper at a holiday party in their recreation room. In addition to regular programs of beano, sewing, exercises and crafts, Salem Heights residents hold several bake sales each year. Last year they produced a most successful cookbook.



Under the direction of staff member Paula Novak, the youngsters at King's Lynne collate the newsletter which they write and produce. This 441-unit development offers an extensive series of programs in arts and crafts and sports. The elderly at King's Lynne join in many of these activities plus quite a few of their own.

BOSTON SUNDAY GLOBE *August 15, 1976*

Real Estate

Rescue work can pay where construction didn't

By Anthony J. Yudis
Globe Staff

Construction and completion of an apartment or condominium development doesn't automatically assure a financially secure future for the buildings involved — as many a lending institution has found out.

Forced to take over properties they didn't want, lenders in recent years have been opening up opportunities for other developers and real estate experts. Finding a depressed market for new development, some experts are looking at sick properties for financial gain.

Two examples have taken place in Quincy and Boston, one of them involving a former condominium at 308 Quarry st., the other the unique pioneering effort of recycling an old garage into an apartment house at 12 Stoneholm st.

The Quincy building, a six-story, 39-unit structure, was taken over by the lenders, three South Shore banks, when only 12 units were completed.

It was a unique property since the development included an indoor heated swimming pool, an exercise room with twin saunas, roof deck on three sides of a building and an outdoor patio next to the pool entrance

But interest in condominiums waned and by the end of 1975, the lenders had foreclosed. The next step was to look for experts in the building and development field to lend a hand. The banks chose the firm of Corcoran, Mullins, Jennison, Inc., of Quincy. The development firm, after some negotiation, purchased the property and got from the banks an $800,000 first mortgage at 8½ percent for 25 years. The company added another $75,000 for renovations.

One of the first things the new owners did was change the name to take advantage of one of the best known thoroughfares in Quincy which Quarry street intersects

The former condominium became "The Hill at Furnace Brook" to stress the site location, on one of Quincy's highest hills, and it became an apartment building.

It had 35 units when taken over. The experts saw too much waste in the recreation area. The total rental space was 31,000 sq. ft, representing only 65 percent of the building's total space. Some 3800 sq. feet was taken from the recreational space to bring the percentage of rentable space up to a more workable 73 percent. Thus four more rental units were added.

CMJ started an aggressive marketing program and a complete cleanup and fix-up since the building had been a state of suspended activity for some six months. More than half the units in the building were unfinished. There had been some vandalism, installation of kitchen appliances and partitioning, painting and carpeting had to be done.

The marketing program included advertisements in Boston and Quincy papers. A letter was sent to all apartment residents in three contiguous towns with a personal invitation to visit the apartments.

The apartments feature two-bedroom units, 24 of them with 825 square feet of space and 1¼ baths, ten of them with a total of 1000 square feet of space, with 1½ baths. Rentals range from $350 to $460.

From the recreational area space the builders got three one-bedroom units and a two-bedroom penthouse, thus eliminating the operational costs of maintaining and heating the space. The developers have no doubts that the building will rent well, with one of the features obviously being the swimming and recreational area available for only a 39-unit apartment house.

The Hill at Furnace Brook
308 QUARRY STREET
MANAGED BY CORCORAN MULLINS JENNISON INC.

Former Condominium building has become apartment house in Quincy after take-over by lenders.

The Boston Globe
Founded 1872

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The Bayside revival

After too many years of glittering proposals which never got beyond the press conference stage, something is now scheduled – complete with an opening date – to happen at Columbia Point.

The plan to convert the long-shuttered Bayside Mall into an exposition center – the largest one in New England – is an imaginative one which promises to revive that grand, but blighted, part of Boston's waterfront. The opening of the Bayside Exposition Center, set for Jan. 2, can provide the catalyst for the long-sought conversion of the Columbia Point housing project into a vital new community with a broad range of low-, moderate- and market-income housing.

Announcement of the Bayside plan by Mayor White comes as plans progress for a late-fall start on State Archives construction adjacent to the JFK Library, and as proposals are being circulated for a multiple-use pier (public landing, harbor and commuter ferry) on the Dorchester Bay side of the point.

The bidding process should begin this fall on 1200 to 1600 units of new and rehabilitated housing at Columbia Point, including the 400 units of low-income housing guaranteed to the surviving tenants of the old housing project.

The project buildings, with their boarded-up windows clearly visible to commuters on the Southeast Expressway, have long stood as a tragic monument to the notion that a community could warehouse its poor out of sight and out of mind.

The Bayside Mall, located at the head of the long road leading to the project, is a monument to the economic consequences of a miserable social policy begun in the 1950s.

There was a time, only a dozen years or so ago, when the Bayside Mall was as lively and flourishing a shopping center as any of the spiffy plazas along Rte. 128. No Bloomingdale's perhaps, or Lord & Taylor's, but a large and well-stocked Zayre's, a Child World, a Woolworth's, an Almy's and a Stop & Shop. Cementing them together were a dozen smaller shops, banks and even a Chinese restaurant.

Little attempt was made to lure the thousands of potential customers who daily passed within a quarter-mile along the expressway, and as Columbia Point's ill-conceived social planning revealed itself, the fortunes of the mall rapidly declined. It took barely a dozen years for it to decline and fail – just in time to become the heavily guarded school bus staging area in the first years of desegregation.

The promise of revival began when the Boston Teachers Union acquired one of the abandoned buildings for its headquarters – about the time that city leaders and planners acknowledged that the future of Columbia Point would require demolition of much of the project. There will never again be 1500 units of low-income housing at Columbia Point, but quite clearly there never should have been. The city's low-income housing needs must be addressed independently of whatever is done on Columbia Point.

As for the exposition center, on its own merits it fills the void left when Massport announced that it would convert the Commonwealth Pier – long the site of boat shows, home shows and a succession of other "gate shows" – into a high-technology marketing center. Bayside is far more accessible by car and mass transit than either Commonwealth Pier or the Hynes Auditorium. Adjusting the Red Line by allowing Quincy trains to stop at Columbia Station is needed to make the arrangements ideal.

The active partners in the Bayside project – including the savvy development team at Corcoran, Mullins, Jennison – are optimistic and enthusiastic. The Columbia Point revival has been a long time coming and it appears to be in good hands.

MANAGEMENT QUALIFICATIONS

CMJ Management Company

CMJ MANAGEMENT COMPANY

The CMJ Management Company was founded in 1974 to manage the residential properties being developed by Corcoran, Mullins, Jennison, Inc. The company's goal is maintaining high quality and long-term marketability of all the developments it manages.

CMJ Management Company has over 2800 units currently under management. They are located in several states in various urban and suburban locations. They house a variety of tenant households, family and elderly, of all income levels, including mixed income and market rate projects. The company's management strength is reflected in the credentials held by its staff. Eight of its managers have a Certified Housing Manager equivalency and the remaining management staff are currently enrolled in recognized management programs working toward this goal.

The company has managed six developments of over 300 units. Three of these were properties under various public agencies. CMJ Management Company was hired by these agencies to bring about immediate improvements in severely distressed financial and social conditions. Two of these developments, one in South Laurel, Maryland, and one in Lynn, Massachusetts, were later sold to CMJ, Inc, for physical redevelopment. As a result of this experience CMJ Management Company is uniquely qualified to take over large urban subsidized housing projects and bring them through a transition turnaround effort which achieves successful conversion to decent, well-managed and socially viable communities of mixed income households. In addition, this has been done in conjunction with essential physical redesign and improvements.

CMJ Management Company works or has worked closely with the tenant organizations in those developments facing substantial renovation. In each case existing tenants were assured an opportunity to return to a renovated apartment. The company traditionally works closely with the tenants, individually and through their tenant organization, as well as in conjunction with social services providers, to insure that this opportunity was a real one.

CMJ MANAGEMENT COMPANY HAS MANAGED OVER 4000 UNITS SINCE IT WAS FOUNDED IN 1974. IN ALL THESE YEARS CMJ MANAGEMENT COMPANY HAS NOT EXPERIENCED ANY FINANCIAL DEFAULT, MORTGAGE ASSIGNMENT OR WORKOUT ARRANGEMENT, FORECLOSURE OR BANKRUPTCY. THE COMPANY HAS NO CURRENT REAL ESTATE TAX DELINQUENCIES ON ANY OF ITS PROPERTIES. IN ADDITION, THERE ARE NO JUDICIAL FINDINGS OF LIABILITY RELATING TO FINANCIAL IRREGULARITIES OR DISCRIMINATION AND NO HISTORY OF FREQUENT EXACERBATED LANDLORD/TENANT RELATIONSHIPS.

CMJ Management Company has a record of Affirmative hiring and marketing which clearly demonstrates its commitment to the minority population. Twenty percent of the Company's site personnel are minority and 31% are female. In addition the company gives priority to minority tenant applicants during rent-up. Through its aggressive outreach procedures, CMJ has demonstrated its ability to attract minority households to its developments and maintain a sound racial balance.

The company's management experience includes both mixed-income and market rate projects, and reflects a clear ability to manage under both environments successfully. The enclosed exhibit material includes examples of both types of development. However, it should be noted that the company's management approach does not differ greatly between the two, except in so far as specific H.U.D. administrative requirements apply to developments which the department subsidizes. It is the company's firm belief that sound management practices should not make dramatic distinctions between market rate and mixed income housing. Both developments have similar basic needs for sensitive and selective marketing, as well as effective delivery of maintenance and management services.

In addition to the two types of management plans requested is also a plan used for managing America Park in Lynn, Mass. during the initial stages of the turnaround effort. This is included as an example of a management plan which the Company developed in conjunction with the tenant organization which serves as co-owner with CMJ, Inc. This document reflects our ability to perform in a context which has some parallels to the Columbia Point situation.

CHART - 1M

PROPERTY MANAGED UNDER CMJ ACCOUNTS

DEVELOPMENT	DATES	NUMBER OF UNITS	SIZE OF UNITS	TYPE OF STRUCTURES	INCOME MIX	RACIAL COMPOSITION	FINANCING
The Village At Montpellier Laurel, MD	4/82 to present	520	204 - 1BR 256 - 2BR 48 - 3BR 12 - 4BR	3 and 4 story	Mixed income/ 25% low	Not Complete	Section 8/ Conventional
King's Lynne Lynn, MA	5/79 to present	441	188 - 1BR 72 - 2BR 52 - 2BR t.h. 89 - 3BR 27 - 4BR 13 - 4BR w/den	5 story & townhouses	Mixed Income/ 25% low	15% Black 3% Hispanic 1% Asian 1% Am. Indian 80% White	MHFA 13A Construction
Queen Anne's Gate Weymouth, MA	8/71 to present	434	19 - Eff 113 - 1BR 102 - 2BR 12 - 2BR t.h. 24 - 3BR 8 - 4BR	Garden Apts, Townhouses	Mixed Income/ 25% low	4% Black ½% Asian ½% Am. Indian 95% White	Section 236 and 13A MHFA
Salem Heights, Salem, MA	5/73 to present	285	97 - 1BR 188 - 2BR	9 & 10 story towers	Moderate 20% elderly	2% minority 98% White	Section 236 HUD insured
Cobble Hill Apartments Somerville, MA	12/80 to present	224	190 - 1BR 34 - 2BR	5 story	low Family and Elderly	4% Hispanic 3% Other Minority 93% White	Section 8 HUD insured

CHART - IM-2

PROPERTY MANAGED UNDER CMJ ACCOUNTS (continued)

DEVELOPMENT	DATES	NUMBER OF UNITS	SIZE OF UNITS	TYPE OF STRUCTURES	INCOME MIX	RACIAL COMPOSITION	FINANCING	
Keystone Apartments Dorchester, MA	7/78 to present	223	3 - Eff 188 - 1BR 32 - 2BR	5 story	low income elderly	2% Black 2% Hispanic 96% White	Section 8 HUD insured	
Ramblewood Apartments Holbrook, MA	7/80 to present	170	114 - 1BR 30 - 2BR 13 - 2BR t.h. 13 - 3BR t.h.	Garden Apts, Townhouses	low income family and elderly	5% Black 1% Hispanic 94% White	Section 8 HUD insured	
Millbrook Square Apts Arlington, MA	5/80 to present	146	137 - 1BR 9 - 2BR	5 story	low income elderly	5% Black 95% White	Section 8 HUD insured	
Savin Hill Apartments Dorchester, MA	12/79 to present	132	120 - 1BR 9 - 2BR 3 - 3BR	5 story	low income elderly	5% Black 1% Hispanic 1% Asian 1% Am. Indian 92% White	Section 8 HUD insured	
Ocean Edge Condominiums Brewster, MA	Spring 1981 to present	130	2,3, & 4 BR	Attached/ Detached townhouses	market	all phases not completed	N/A	

CHART - IM-3

PROPERTY MANAGED UNDER CMJ ACCOUNTS (continued)

DEVELOPMENT	DATES	NUMBER OF UNITS	SIZE OF UNITS	TYPE OF STRUCTURES	INCOME MIX	RACIAL COMPOSITION	FINANCING	
Westboro Country Village Westboro, MA	6/76 to present	87	78 - 1BR 9 - 2BR	4 & 5 stories	elderly low	100% White	Section 8 MHFA	
Riddlebrook Apartments Douglas, MA	4/82 to present	41	38 - 1BR 3 - 2BR	garden apts	low income elderly	100% White	Section 8 FmA/HUD insured	
The Hill At Furnace Brook Quincy, MA	10/76 to present	39	3 - 1BR 36 - 2BR	6 stories	market	10% minority 90% White	Conventional	

CHART - 2M

PROPERTY MANAGED UNDER OTHER ACCOUNTS

DEVELOPMENTS	DATE	NUMBER OF UNITS	SIZE OF UNITS	TYPE OF STRUCTURE	INCOME MIX	RACIAL COMPOSITION	FINANCING	
South Laurel Apartments Laurel, MD	10/80 to 4/82	624	94 - 2BR 276 - 2BR(1½B) 188 - 3BR 64 - 4BR	3 & 4 stories	low income	98% minority 2% White	HUD public housing	
America Park Lynn, MA	12/76 to 5/79	408	290 - 1BR 40 - 2BR 78 - 3BR	2 & 3 stories	low income	19% Black 6% Hispanic 75% White	N/A	
Monatiquot Village Braintree, MA	8/78 to 4/81	324	120 - 1BR 159 - 2BR 45 - 3BR	garden apts	mixed income	4% Black 1% Other minority 95% White	MHFA	

NOTES:

South Laurel Apartments: CMJ managed this development for HUD prior to its sale to CMJ, Inc., for redevelopment

America Park: CMJ Management Company was chosen by the Lynn Housing Authority to manage this public housing project for 1½ years until its sale to CMJ, Inc., when it was demolished to make way for Kings Lynne

Monatiquot Village: The MHFA chose CMJ Management Company to act as interim manager for this financially distressed ~~development while it considered foreclosing on its original mortgagee~~

CMJ MANAGEMENT COMPANY PROFILE

ORGANIZATION

CMJ Management Company's central office is located at One Heritage Drive, Quincy, Massachusetts. The staff in the main office is responsible for overall management review, policy determination and setting quality standards for each development.

Each apartment is staffed with a Site Manager and Resident Superintendent. Larger developments are also supplemented by additional full-time staff. The Site Manager is responsible for all aspects of day-to-day operations of the development and reports directly to the Assistant Property Manager/Administrative Office Manager at the central office.

QUALITY CONTROL SYSTEMS

In order to make sure all developments maintain CMJ standards, the Company has instituted a number of quality control systems. Each Site Manager has a formal meeting once a month with the Vice President of Property Management. At that time, all aspects of the development's operation are reviewed in detail to resolve any current problems and to identify any areas where future problems may arise. In addition, weekly site meetings are held between the person from CMJ Management central office in charge of maintenance operations and the Site Manager.

There are also a number of operating standards that all CMJ developments must meet. For example, all apartments must be ready for renting within three days of being vacated, and requests for maintenance must be responded to within 24 hours.

In addition to weekly inspections from the central office, a formal annual inspection of each development is conducted. In order to make this review effective, the sites are evaluated by site managers from other developments using the CMJ inspection form.

Marketing of CMJ developments is also a very important part of CMJ Management Company's work. This is carried out by a Marketing Director and various rental agents and site managers at least quarterly to discuss marketing concerns.

In addition, CMJ manages the condominium projects developed by Corcoran, Mullins, Jennison, Inc. through construction and until the last condominium unit is sold. CMJ Management Company is also available to manage for the new homeowners association.

The same standards of management that we describe for our rental developments similarly apply to our condominium management programs.

TENANT SATISFACTION

CMJ Management Company recognizes that satisfied residents are the greatest asset to good management. The Company works to build a sense of community for the residents at each development. The Site Manager acts as an activity director (unless the development is large enough to support a full-time specialist). A newsletter is published each month for each development announcing news about the development and presenting a schedule of activities on site and in the surrounding community. These activities include social gatherings, field trips, and recreational programs.

In order to keep in touch with residents' complaints and suggestions, the company asks residents at each development to report on their experiences. Thirty days after a tenant moves in, she/he is sent a questionnaire concerning their initial reactions and impressions of the development. Annually, each resident is asked by questionnaire to evaluate the ongoing operation, appearance, maintenance, and activity programs offered. Finally, 30 days after a tenant moves out, she/he is sent a questionnaire to evaluate the development.

The response rate to these surveys has been very high. All responses are reviewed by the central management office, and all complaints and suggestions are followed up to show residents that the system is taken seriously.

FINANCIAL STABILITY

All CMJ developments are operated with an emphasis on sound financial management, and the company stresses the need for a successful property to generate an annual cash flow. None of CMJ's developments have had any kind of financial difficulties or defaults, and all of the properties enjoy excellent credit ratings with the vendors dealing with them.

In order to make sure that this good record is maintained, the company has instituted a computerized budgeting system which shows how each project's expenses compaere to the budgeted amount for that expense category at any given time. This information is reviewed at least monthly with the Site Manager for each site. In this way, any problems can be identified and resolved quickly.

CMJ has consistently enjoyed low vacancy rates in its developments through the years. In 1980, and again in 1981, vacancies have been at or below 1% in all developments. This is an unusually low rate and reflects in addition to good management controls, a very tight housing market.

CMJ MANAGEMENT COMPANY

PROPERTY MANAGERS	ASSIGNMENT	ACCREDITATION
Conrad Pineault	Vice President	ARM, CPM Candidate
Daniel Murray	Asst. V.P., North	ARM, CPM Candidate
Doreen Vozzella	Asst. V.P., South	CPM Candidate
Lynn Pereklsis	Admin. Office Mgr Reg. Manager-Marvin Gardens and Colonial Farms in California	ARM, CPM Candidate
James Bowen	Queen Anne's Gate	ARM
Wendell Yee	King's Lynne	ARM
Ann Murray	Salem Heights	ARM Candidate
Lauren Zysk	Keystone Apartments	ARM Candidate
Holly Van Auken	Riddle Brook Apts./ Westboro Country Village	ARM
Cecelia Tomaselli	Savin Hill Apartments	enrolled in ARM program
Jean Fernandes	Millbrook Sq. Apts.	enrolled in ARM program
Susan Jordan	Cobble Hill Apts.	ARM
Janet Gray	Ramblewood Apts.	enrolled in ARM program
Peter O'Connell	The Villages at Montpelier	enrolled in ARM program
Jose LaCruz	Quaker Meadows	enrolled in ARM program
Alan Campbell	Ocean Edge Condominiums	

ARM-Accredited Resident Manager, Institute of Real Estate Management

CPM-Certified Property Manager

RACIAL COMPOSITION of PERSONNEL by SALARY GROUP

Salary Range $15,000 - 20,000

Site Managers

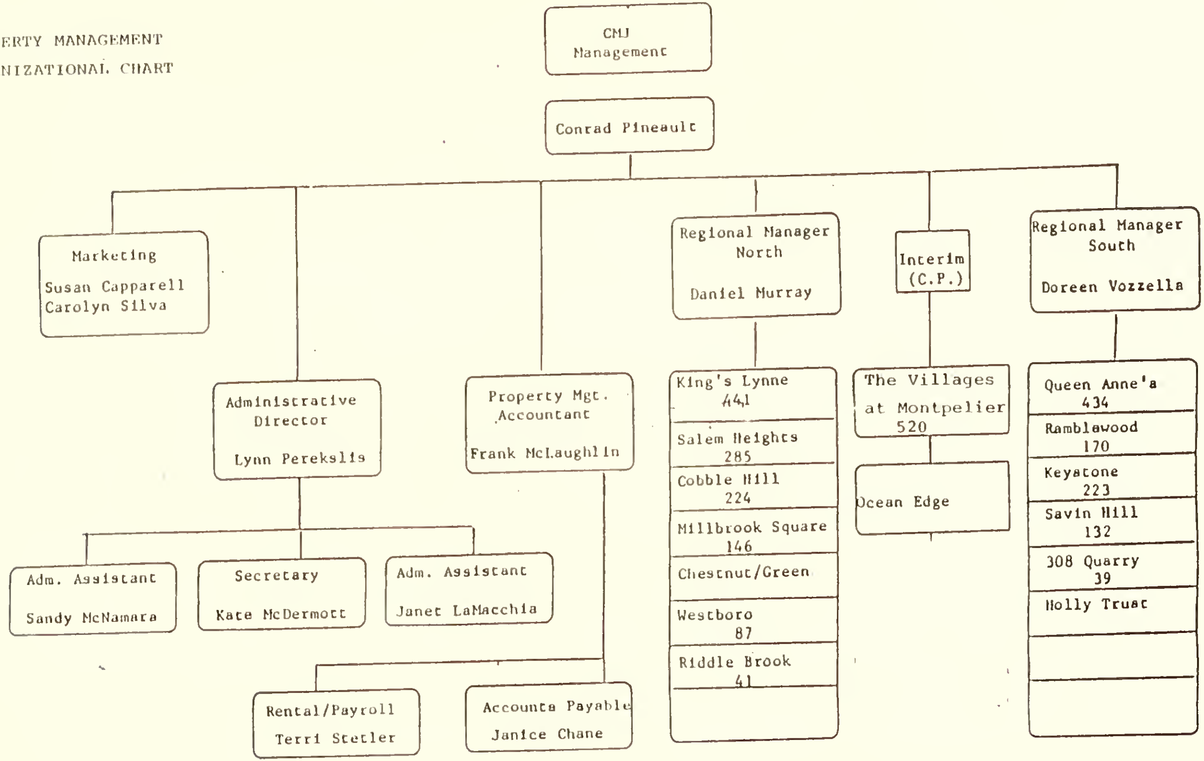
1 Black
1 Spanish American
8 White

Salary Range over $20,000

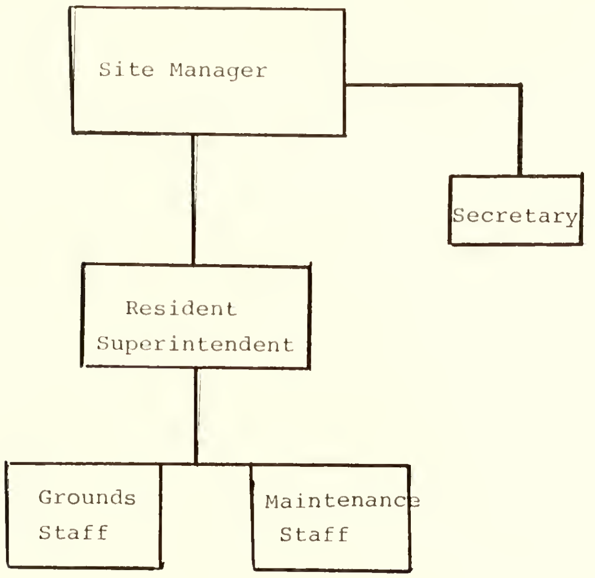
Site Managers

1 Oriental
1 White

PROPERTY MANAGEMENT
ORGANIZATIONAL CHART



PROPERTY MANAGEMENT SITE
ORGANIZATIONAL CHART



AFFIRMATIVE ACTION PLAN

CORCORAN, MULLINS, JENNISON, INC.

and

CMJ MANAGEMENT COMPANY, INC.

No. Quincy, Massachusetts

TABLE OF CONTENTS

I. OBJECTIVES

II. DEFINITIONS

III. POLICY STATEMENT

IV. IMPLEMENTATION

- Table I - New Employees
- Table II- Promotions

V. UTILIZATION ANALYSIS

- Table III- Site Personnel
- Table IV - Home Office Personnel

VI. GOALS and TIMETABLES

I. OBJECTIVES

A. To set forth CMJ's equal opportunity policy

B. To guarantee that all existing employees are aware of and abide by this policy

C. To maintain equal employment opportunity for all citizens based upon merit and ability

D. To eliminate and prevent all traces or elements of discrimination in the decisions, programs, and activities of the Company.

II. DEFINITIONS

A. Affirmative Action Plan shall mean a program to insure that the Company does not purposely underutilize or concentrate minority and female employees at any level of employment in any department of the Company and to insure equality of opportunity for those persons or organizations doing business with or employed by the Company

B. Minority shall include those persons who are classified as follows

1. Black - all persons having origins in any of the Black racial groups including Cape Verdean.

2. Hispanic - all persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

3. Asian or Pacific Islanders - all persons having origins in any of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. (e.g. China, Japan, Korea, the Phillipine Islands, Samoa)

4. American Indian or Alaskan Native - all persons having origins in any of the original peoples of North America and who maintain cultural indentification through tribal affiliation or community recognition.

C. Utilization Analysis shall mean a statistical survey of levels within the Company to determine the breakdown of minorities and women employed in each major function and salary level.

D. Underutilization shall mean having fewer minorities or women in a particular job category than would reasonably be expected by their presence in the relevant labor market.

E. Concentration shall mean more of a particular group in a job category than would reasonably be expected by their presence in the work force.

F. Goals and Timetables are numerical objectives for hiring and promoting women and minorities within a certain job category.

III. POLICY STATEMENT

Corcoran, Mullins, Jennison, Inc., and CMJ Management Company, Inc., affirmative action policy is to comply with the provisions of all state and federal regulations which govern fair housing and equal employment opportunity. It is unlawful and against company policy to subject any person to discrimination on the basis of race, color, religion, age, sex or national origin in the areas of housing and employment. No employee present or future, shall be discriminated against with respect to compensation, terms, conditions or other privileges of employment becuase of race, color, religion, sex, national origin, physical handicap or age.

IV. IMPLEMENTATION

A. Outreach Efforts

Equal opportunity has been an important issue to Corcoran, Mullins, Jennison, Inc. since the Company's inception. Implementation of the policy has included the following outreach steps:

1. Use of "equal opportunity employer" in all advertisements.
2. Advertisements placed in minority newspapers such as El Mundo, Sampan and the Bay State Banner.
3. Written and telephone contacts to local minority organizations regarding housing and employment opportunities.
4. Quarterly training sessions with managers and rental staff to reiterate affirmative action policies.
5. "Word of mouth" advertising via existing minority employees and/or residents.
6. Use of appropriate language when advertising in certain minority publications to assure maximum coverage.
7. Maintenance of a mailing list with minority and female organizations.

B. Responsibility

This plan has been approved by Joseph E. Corcoran, President of Corcoran, Mullins, Jennison, Inc. who displays a definite commitment to affirmative action. Mr. Corcoran exercises leadership in establishing, maintaining and carrying out efforts in order to promote equal opportunity in every aspect of the Company.

Lynn Perekslis, assistant to the Vice President of CMJ Management Company, has been named Affirmative Action Officer of the Company and is responsible to insure adherence to the policy. Ms. Perekslis

develops policies, monitors activities relative to affirmative action, conducts periodic training seminars, evaluates success of policy, and reports progress to equal opportunity departments of H.U.D. and M.H.F.A. as required.

Site Managers are responsible to carry out the Company's affirmative action policy at each development. They must explain CMJ's commitment to equal opportunity to their staffs and insure compliance by all employees. Managers must cooperate with the Affirmative Action Officer in order to obtain necessary data which will be used to assess the Company's efforts in the areas of housing and employment. The Affirmative Action Officer will subsequently inform the Managers of the site's status and will make suggestions which must be followed.

C. TRAINING

Corcoran, Mullins, Jennison, Inc. encourages all employees to participate in relevant seminars and courses in order to prepare them for upgrading. The Affirmative Action Officer maintains contact with those agencies which sponsor and conduct training sessions and informs all interested employees of the availability of such sessions.

D. NEW POSITIONS

If a job becomes available or is newly created and no existing employee is eligible for promotion, the Company advertises the position in majority and minority newspapers. Equal consideration is given to each resume which is received. The Affirmative Action Officer is responsible for initial screening of applicants for

CMJ Management Company and interviews all qualified minorities who apply in order to insure equal opportunity.

The following table (Table I) is a breakdown of newly hired employees within the last 6-8 months. Please note that all full time central office personnel as well as full time site personnel are included in this analysis. However, seasonal and part time site personnel and on-site construction workers are not. CMJ Construction Company maintains its own affirmative action files and reports.

TABLE I

Newly Hired CMJ Employees

Sex	Race	Position
F	White	Assistant Vice President
F	White	Site Manager
F	White	Site Manager
F	White	Site Manager
M	Hispanic	Site Manager
M	White	Development Assistant
F	Black	Assistant Marketing Director
M	White	Maintenance Manager
M	White	Maintenance Superintendent
M	White	Maintenance Superintendent
M	White	Maintenance Superintendent
M	White	Maintenance Superintendent
M	White	Maintenance Superintendent
F	White	Secretary
F	White	Secretary
F	White	Secretary
F	White	Secretary
F	White	Receptionist

ANALYSIS:

The only executive position was filled by a female. Of the four manager's positions, three were filled by females and one by a minority male. One supervisory position was filled by a minority female. Minorities and females appear to be underutilized in maintenance positions; this is a result of no qualified female or minority applications for these jobs.

E. PROMOTIONS

Corcoran, Mullins, Jennison, Inc.'s policy is to promote from within, where possible. Equal opportunities for promotion are extended to all employees without regard to sex, race, color, religion, national origin, age or physical handicap.

Following is a breakdown of promotions at the Company within the last 6-8 months (Table II).

TABLE II

Promotions

Sex	Race	From	To
F	White	Marketing Director	Vice President
M	White	Project Manager	Vice President
M	White	Regional Property Manager	Assistant Vice President
F	White	Site Manager	Administrative Director
F	White	Site Manager	Site Manager (Larger site)
F	Black	Administrative Assistant	Site Manager
F	White	Secretary	Administrative Assistant
F	White	Secretary	Administrative Assistant
M	Asian	Seasonal grounds worker	Maintenance Superintendent
M	White	Maintenance Superintendent	Maintenance Superintendent (Larger site)

ANALYSIS:

Of the two newly appointed Vice Presidents, one is a female. Five additional females have been promoted by CMJ, one to an administrative position, 2 to managerial positions, and 2 to administrative assistants. One of these above-mentioned females is also a minority. Of the four males promoted, one is a minority. Neither females nor minorities are discriminated against in terms of promotion at CMJ.

V. UTILIZATION ANALYSIS

The following two tables (Tables III and IV) demonstrate the status of minorities and females both on the sites and in the home office. Since turnover is frequent on the sites in the maintenance, cleaning and grounds positions, figures are based on June, 1982 payroll and could vary.

TABLE III

CMJ Management Co.

(Site Personnel)

Level	Male	Female	White	Black	Hispanic	Asian	Indian	% Minority	% Female
Level I Site Managers & Supervisors	4	8	9	1	1	1	0	25	75
Level II Maintenance Superintendents / Assistant Rental Agents	14	3	15	1	0	1	0	13	19
Level III Maintenance Workers Grounds Workers Clerical	55	22	60	12	0	5	0	22	29
TOTAL	73	33	84	14	1	7	0	20	31

ANALYSIS:

Minorities and females are extremely well represented in Levels I and III. Level II indicates percentages of 13 and 19 for minorities and females respectively. This ratio is very close to Boston's minority population of 16% and reflects CMJ's excellent efforts at finding and hiring qualified minorities and females. Strong efforts to attract minorities and females will continue.

TABLE IV

Corcoran, Mullins, Jennison, Inc.

(home office personnel)

Level	Male	Female	White	Black	Hispanic	Asian	Indian	% Minority	% Female
Level I Executive	6	2	8	0	0	0	0	0	25
Level II Supervisors/ Project Directors	8	6	12	1	0	1	0	14	43
Level III Clerical Secretarial	0	17	17	0	0	0	0	0	100
TOTAL	14	25	37	1	0	1	0	5	64

ANALYSIS:

There are no minorities at an executive level in the Company. Should an opening occur at the executive level, an effort will be made to find a qualified minority. Females are well represented at both Levels I and II. Fourteen percent minorities at Level II is a ratio which is greater than the racial percentage of Quincy's population. At Level III an effort will be made to attract qualified minorities.

VI. GOALS AND TIMETABLES

A. Short range - effective immediately

1. This policy will be recommunicated to all employees by way of a memo from the President of the Company with this plan as an attachment.
2. New positions will be advertised in local minority publications.
3. Qualified minorities and females will be given preference.
4. Problem categories will be communicated to all appropriate employees by the Affirmatvie Action Officer.

B. Long Term

1. The new sites which are currently being developed will be hiring employees within the next year. CMJ will make diligent efforts to hire females and minorities for available positions and will promote qualified employees from within the organization.
2. CMJ's goal is to develop a working staff comprised of a compatible proportion of minorities to that of the minority community in which the development or office is located. This shall be accomplished as swiftly as possible in accordance with the stated policies and procedures.

Respectfully submitted by Lynn J. Perekslis
Affirmative Action Officer
Corcoran, Mullins, Jennison, Inc.

CMJ MANAGEMENT COMPANY

EQUAL OPPORTUNITY AFFIRMATIVE ACTION PROGRAM

I. PERSPECTIVE

The purpose of this document is to present the policy of CMJ Management Company, hereafter referred to as "CMJ", with respect to the providing of equal opportunity in both housing and employment.

II. CMJ EQUAL OPPORTUNITY POLICY STATEMENT

Employment

CMJ will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin. CMJ will take affirmative action to insure that employees are treated during their employment without regard to race, creed, color, sex or national origin. Such action shall include but not be limited to the following: employment, upgrading, demotion, transfer, layoff, recruitment, rates of pay or other forms of compensation, and selection for training.

It is the policy of CMJ that in the process of recruitment for and appointment to the work force minority candidates will be actively sought out and, if qualified, encouraged to apply.

Fair Housing

CMJ will not discriminate against any resident or applicant for tenancy at any property managed by CMJ because of race, creed, color, sex, age or national origin.

All CMJ employees, present and future, will review, periodically, the following laws which are available to all and will become knowledgeable and conversant with the same.

a. Executive Order No. 11063
b. Title VI of the Civil Rights Act of 1964
c. Title VIII of the Civil Rights Act of 1968
d. Executive Order No. 11246
e. Approved copy of the Affirmative Fair Housing Marketing Plan for the Development with which involved.

It will be and is the responsibility of all CMJ personnel to abide by all applicable laws and orders and to implement the policy of this company.

II. POLICY IMPLEMENTATION

In order to be in complete technical compliance with the guidelines established by Executive Order No. 11246 and 11375, as well as the Civil Rights Act of 1968 Title VIII and Executive Order No. 11063, CMJ has established the following procedures.

A. CMJ will conspicuously display official Equal Opportunity posters in places accessible to employees and applicants for employment at the home office as well as at all management offices.

B. The phrase, "Equal Opportunity Employer", will be used in all recruiting and advertisements.

C. All employment application forms will be maintained in compliance with applicable State and Federal laws.

Housing

A. CMJ will conspicuously display official Equal Housing Opportunity posters in places accessible to residents and applicants for tenancy in all development Rental Offices, Site Management Offices, as well as the Home Office.

B. The phrase, "Equal Opportunity Housing" and EHO logo will be used in all advertisements as well as brochures.

C. Centers of influence within the minority community will be contacted to insure that all peoples are made aware of the proposed housing and feel welcome to apply and have the opportunity to rent and that equal opportunity housing is available to everyone. These community contacts will include but not be limited to a letter-writing campaign well in advance of first occupancy, periodic telephone communication and personal contact.

D. Minority based media will also be utilized to reach minorities residing in and around the proposed housing area.

E. A monthly log will be kept by the Home Office which will indicate the date and type of contact made with community groups who may refer minority applicants.

CMJ MANAGEMENT COMPANY

Management Plans

MANAGEMENT PLAN
for
South Laurel Apartments
Laurel, Maryland

1. Sponsor/Manager (Responsibilities of Each)

   A. The Managing Agent for South Laurel Apartments will be CMJ Management Company, an affiliate of Corcoran, Mullins, Jennison, Inc. A Site Manager will be hired and will be responsible for day-to-day operations. All personnel at the site including Maintenance Superintendent and janitors are accountable to this person, who, in turn, reports to the Property Manager, Mr. Conrad Pineault.

   B. Property Manager and Sponsor jointly agree on budget, procedures for submission of bids, ordering of materials, etc. Once the operating parameters have been established, the Property Manager is in full control of the operations - when action is required outside of these limitations, i.e., a major expense, the need for a policy decision, the sponsor is consulted.

   C. The Managing Agent will have complete decision-making responsibilities within his scope of responsibility.

   D. The key Sponsor contact for the Property Manager is Gary A. Jennison, Vice President and Treasurer of Corcoran, Mullins, Jennison, Inc. His decision-making powers include initial policy formulation and approval of the hiring of key personnel (Site Manager, Maintenance Superintendent).

   E. The Site Manager will provide residents with a list of all local social service agencies and will be available to discuss tenant problems and to refer residents to an appropriate agency.

   F. The Management Contract between South Laurel Apartments and CMJ Management Company will outline and itemize areas of responsibility and performance standards for both parties. The Sponsor will set management policy and give final approval on hiring of the Site Manager and Maintenance Superintendent.

CMJ Management Company will be contracted to manage day-to-day operations, i.e., execute policy, collect rents, perform maintenance, keep financial records, etc. Responsibilities are clearly defined, and they do not overlap.

G. The management contract (essentially the HUD suggested Management Agreement) clearly specifies which items are to be paid out of Managing Agent's fees, and distinguishes these from project expenses.

2. Personnel Policy

A. All hiring is in conformance with equal employment opportunity requirements. CMJ Management Company presently has 14 minority persons on their payroll. In filling additional positions, CMJ welcomes all applicants and will make selections in full conformance with these requirements.

B. In the past, we have hired residents of our other developments as maintenance, grounds and janitorial staff. We will continue that practice at South Laurel Apartments. The key supervisory positions of Resident Manager and Maintenance Superintendent will have to be filled prior to completion and occupancy of the buildings.

C. The project on-site staffing and the anticipated salaries are as follows:

Site Manager

$384 per week plus benefits (Blue Cross/Blue Shield, vacation, sick pay)

Duties of Manager

Interview all prospective tenants and determine appropriate type of housing. Conduct orientation session with new tenants to explain operation of all appliances, available facilities, rules and regulations, maintenance requests, etc. Generally to be available for discussion of tenant problems.

Maintenance Superintendent

$375 per week plus benefits and free apartment. Plus free apartment.

D. (1) Training - The Site Manager will train for one week at the Management Company headquarters to become familiar with forms, policies, and procedures, followed by two weeks of on-the-job experience supervised by the Property Manager.

The Maintenance Superintendent will spend a week or two at an existing site working alongside that project's maintenance superintendent. For the first two weeks on the new job, the management company will provide an experienced person to work closely with him/her.

Promotion Opportunities - The most likely move will be to a larger project involving more responsibility. Rental agents in the past have been promoted to Site Manager and Assistants to Superintendents. As our company grows, we expect to offer further opportunities and plan to promote from within whenever possible.

(2) Fringe Benefits - Our benefits include Blue Cross/Blue Shield coverage, sick pay, and two weeks paid vacation per year. All salaries are reviewed annually. If the employee meets our expectations, we assume Blue Cross/Blue Shield coverage. The Property Manager is insured via a group life insurance policy. All resident employees receive free rent.

(3) Employee Grievance Procedures - Handled through informal discussion. We expect that all grievances can be amicably settled at the Property Manager level.

(4) Employee Termination Procedures - If employee is not performing the job up to our expectations, and if

sufficient progress is not seen after several discussions, the Property Manager will terminate their employment. If the person lives in a rent-free apartment, he or she will have the option to stay on as a paying tenant effective at the end of the month. They will receive two weeks severance pay. In the case of an employee resignation, the person has the option of staying on as a paying tenant, effective the day after the resignation date.

E. See questions 1(a).

3. Early Occupancy

A. Sixty days before completion of the buildings, we will advertise in any minority publication in the area. Thirty days before, ads will appear in all major newspapers in the area. Ads will be concentrated in late week and weekend periods.

B. A copy of Affirmative Marketing Plan is attached.

C. Advance notice will be given to all local and major newspapers and minority publications, community groups, and churches listed on the Community Contact sheet, attached to the Affirmative Marketing Plan.

D. The on-site office will be opened on or about the 9th month of construction. It will be manned seven days a week from 12 noon to 8 PM to answer questions, accept applications, and provide information.

E. A model apartment will be open for inspection thirty days prior to occupancy, to coincide with the advertising program.

F. A resident orientation program has been designed and we plan to use it at this project. One day a month, the Resident Manager will meet with all new tenants (and current tenants who have further questions) at an informal coffee hour. The session will include the care and operation of all appliances, rules and regulations, social and recreational programs, trouble reporting procedure, laundry facilities, etc. Such a program is strictly voluntary, but we think it should be included as a necessary step in the rental process, along with filling out forms and interviews.

that there is no need for a model apartment. After selection, all residents will be offered the opportunity to view their apartments.

F. A resident orientation program has been designed, and we plan to use it at this project. One day a month, the Site Manager will meet with all new tenants (and current tenants who have further questions) at an informal coffee hour. The session will include the care and operation of all appliances, rules and regulations, social and recreational programs, trouble reporting procedure, laundry facilities, etc. Such a program is strictly voluntary, but we think it should be included as a necessary step in the rental process, along with filling out forms and interviews. All new residents are also given a resident's handbook which outlines CMJ rules and procedures, as well as how to operate appliances, etc.

G. The rental agents and the Site Manager will accept applications and show apartments. Candidates will be briefly interviewed. Decisions on eligibility in terms of income will be made by the Site Manager, with the counsel of the Property Manager. As qualified candidates apply, the apartments will be rented on a first-come, first-serve basis.

4. Tenant Eligibility

A. The Site Manager, subject to the review of the Property Manager, decides on tenant eligibility and recertification. A 90-day advance notice of all leases about to expire is provided to insure that the recertification procedure is performed promptly.

B. Certification and recertification requirements are a standard part of the Site Manager's initial training.

C. HUD requirements as to family size and composition are included in the initial training of the Site Manager.

5. Maintenance and Repair Program

A. No inventory of appliances is maintained on site. Each unit contains an identical set of fixtures and appliances. A supply of spare parts and small appliances such as garbage disposals will be maintained at the site.

Concerning the mechanical equipment, the Maintenance Superintendent will be thoroughly briefed on its operation and repair procedures, including warranties if any.

Before occupancy, a detailed check list is reviewed and all items must be checked as satisfactory. Representatives of CMJ Management Company will personally inspect each unit for defects.

B. Prior to move-out, the Site Manager will inspect the unit with the tenant to review its condition. Any unusual damages will be the responsibility of the tenant. The necessary funds will be deducted from the security deposit before reimbursement is made.

The same check list used for pre-occupancy is used at this time. A maintenance crew will completely clean the unit and paint wherever necessary before the next occupant moves in.

C. All apartments will be painted before re-occupancy, and a minimum of once every three years. Halls and exterior painting will be done as necessary.

D. All units are equipped with garbage disposals. Trash chutes are located on each floor, leading to a compactor on the ground floor. Compacted trash will be hauled away on a contracted basis.

E. Major repairs such as plumbing, electrical, carpentry or roofing will be handled by qualified outside contractors. We will use the original contractors whenever possible and feasible.

F. There will be two major landscaping activities in the Spring and Fall. Residents and/or local students will be hired on a part-time basis under the supervision of the Superintendent to do this work.

G. All entryways and doors will be cleaned daily. Ground floor and recreation level carpets will be vacuumed daily, all others twice weekly. Laundry rooms will be cleaned daily.

H. Minor maintenance repair needs will be reported to the Site Manager between 9:00 and 5:00. These reports will be logged in and given to the Maintenance Superintendent.

When completed, the item is logged in a second time. When problems are too complex, a tradesman will be called in.

6. Rent Collection (Policies and Procedures)

A. On-site rent collections are discouraged. Tenants are asked to mail rent checks by the first of each month to CMJ Management Company, 1776 Heritage Drive, Quincy, MA 02171. Under certain circumstances, the Manager will accept rent payments. There is no after-hours depository.

B. All pre-payments will be accepted; partial payment may be accepted on an individual basis depending on a tenant's situation.

C. No late fees are charged on delinquencies.

D. When a tenant misses a rent payment by five days, he or she receives a notice of rent overdue. When this interval extends to 14 days, they are personally contacted by the management. If the reason for tardiness is caused by a temporary setback, arrangements may be made for partial payments over a specified period of time. If the tenant has no extenuating circumstances, then he/she receives a Notice to Quit. By the third week, legal action is initiated. Except in cases of repeated offenders and those under special arrangements with the management company, these proceedings are stopped when the past due rent is received.

E. If a social service agency which can help families with budget problems is in the area, it will be included in the initial list the tenant receives and will be suggested by the Manager. Because a Section 8 project is different from an entirely market project, we plan to handle rent arrearages in this way: An overdue notice will be prepared for all tenants whose rent is five days late. Instead of using direct mail, we will send such notices to the Site Manager, who will hand-deliver them to each tenant and discuss the problem. Any extenuating circumstances will be taken into consideration and dealt with individually. If a tenant explains a legitimate problem in advance, an overdue notice will not be rendered. If it is found that the tenant is simply delinquent, all subsequent late notices, etc., will be sent by mail and handled in the same manner as with any other development.

F. See part (D) above.

G. Rent payments are separately recorded and kept in a separate account.

7. Accounting Records

A. CMJ Management Company accounting and purchasing procedures are consistent with HUD requirements governing fiscal operations.

B. Section 8 vouchers and Occupancy Reports will be prepared at the management company headquarters and submitted monthly as required.

C. Tenant records will be maintained by the Site Manager at the site office. Certifications and recertifications are kept in each tenant's file at the site.

D. Yes, a monthly cash-flow statement clearly itemized all financial activity for the period.

E. The report is completed by the 25th of each month, and will be received by the Sponsor on a monthly basis.

8. Tenant Management Relations

A. Tenants are encouraged to discuss their grievances with the Site Manager. If necessary, the Managing Agent may be called on to clarify, arbitrate, or make a policy decision. We do not anticipate any differences of opinion that cannot be satisfactorily settled.

B. Tenants make verbal or written requests to the Site Manager, who refers them to the correct person or handles it personally. The Manager and the Superintendent will meet at least daily to keep up to date on the status of all requests.

C. New tenants are welcomed personally by the Site Manager, and all policies and procedures are explained. Each tenant is given a handbook with all necessary information about his unit, operation of appliances, the building and the community. Management policies are fully explained.

D. A prospective tenant submits an application with a deposit. After the credit rating, references, and information provided are verified, the application is accepted, a

security deposit on one month's rent is paid (held in an interest-bearing escrow account), and a lease signed for a period of one year from date of occupancy.

E. We have never had any need for a lease in a foreign language, but if this becomes an important need, we will consider it.

F. The lease is a standard form prepared by the Rental Housing Association. The rules and regulations it contains are for the benefit of the complex as a whole to keep it a clean, safe and pleasant place to live.

G. A copy of the proposed lease is attached.

H. Corcoran, Mullins, Jennison, Inc., and CMJ Management Company have worked successfully with tenant organizations. King's Lynne, a 441-unit development in Lynn, Massachusetts, is jointly owned by CMJ and the King's Lynne Residents Council, which is a tenants organization. As a co-general partner, the King's Lynne Residents Council represents the tenants in all policy making matters and shares in the operating profits of the development.

I. The Site Manager will explain the social and recreational activities at the orientation session and through newsletters. Tenants will be urged to plan functions of their own and to assist with the newsletter and other social programs.

9. Social Services

A. A full time social services director will be available to tenants. The director will coordinate teen, elderly, and family programs on-site and arrange for tenant interaction with county and state health and social services resources.

B. We feel that a referral service will be adequate to serve the needs of the tenants.

C. See part (A) above.

D. We will investigate the possiblity of sponsoring public health care services in our Community Room and would schedule financial and credit counseling if a need developed and an appropriate city or state agency provided the service. As part of the activities program, we will also arrange social gatherings, field trips nad recreational programs.

10. Management Agreement

The suggested HUD Management Agreement will be used.

MANAGEMENT PLAN
For
308 Quarry Street Associates
A/K/A The Hill at Furnace Brook

1. Responsibilities of Sponsor and Manager

A. The Managing Agent for 308 Quarry Street will be CMJ Management Company, an affiliate of Corcoran, Mullins, Jennison, Inc. A Regional Manager will be responsible for day-to-day operations. All personnel at the site including Maintenance Superintendent and janitors are accountable to this person, who, in turn, reports to the Vice President, Mr. Conrad Pineault.

B. The Management Agent and Sponsor jointly agree on budget, procedures for submission of bids, ordering of materials, etc. Once the operating parameters have been established, the Vice President is in full control of the operations. When action is required outside of these limitations, i.e., a major expense of more than $1,000.00, or the need for a policy decision, the Sponsor is consulted.

C. The Managing Agent will have complete decision-making responsibilities within his scope of responsibility.

D. The key Sponsor contact for the Management Agent is Gary A. Jennison, Executive Vice President of Corcoran, Mullins, Jennison, Inc. His decision-making powers include initial policy formulation and approval of the hiring of key personnel (Regional Manager, Maintenance Superintendent).

E. The Management Contact between 308 Quarry Street Associates and CMJ Management Company will outline and itemize areas of responsibility and performance standards for both parties. The Sponsor will set management policy and give final approval on hiring of the site personnel.

CMJ Management Company will be contracted to manage day-to-day operations, i.e., execute policy, collect rents, perform maintenance, keep financial records, etc. Responsibilities are clearly defined, and they do not overlap.

G. The Management Contract clearly specifies which items are to be paid out of Managing Agent's fees, and distinguishes these from project expenses.

2. Personnel Policy

A. All hiring is in conformance with equal employment opportunity requirements. CMJ Management Company presently has several minority persons on their payroll. In filling additional positions, CMJ welcomes all applicants and will make selections in full conformance with these requirements.

B. In the past, we have hired residents of our other developments as maintenance, grounds and janitorial staff. We will continue that practice at this development. The key supervisory positions of Regional Manager and Maintenance Superintendent will be filled prior to the completion and occupancy of the building.

C. The project on-site staffing is as follows:

The Regional Property Manager is responsible for all day-to-day operations of the property including sound fiscal operation, maintenance of the physical plant, supervision of maintenance and cleaning personnel, tenant relations, etc. and report to the Vice President.

The Maintenance Superintendent is responsible for carrying out maintenance requests, upkeep of the grounds and common areas, day-to-day cleaning, etc. and reports directly to the Regional Property Manager.

Part-time and seasonal help work under the direct supervision of the Maintenance Superintendent.

D. (1) Training - The Regional Property Manager will train for one week at the Management Company headquarters to become familiar with forms, policies, and procedures, followed by two weeks of on-the-job experience supervised by the Vice President.

The Maintenance Superintendent will spend a week or two at an existing site working alongside that project's Maintenance Superintendent. For the first two weeks on the new job, the Management Company will provide an experienced person to work closely with him/her.

Promotion Opportunities - The most likely move will be to a larger project involving more responsibility. Rental Agents in the past have been promoted to Site Manager and Assistants to Superintendents. Site Managers also have been promoted to Regional Managers and other central office positions. As our company grows, we expect to offer further opportunities and plan to promote from within whenever possible.

(2) Fringe Benefits - Our benefits include Blue Cross/Blue Shield coverage, sick pay, and two weeks paid vacation per year. All salaries are reviewed annually. Full-time employees of one year are insured via a group life insurance policy. All resident employees receive free rent.

(3) Employee Grievance Procedures - Handled through informal discussion. We expect that all grievances can be amicably settled at the Regional Property Manager level. If this is not possible, the Vice President will grant a meeting and help solve any problems which may exist.

(4) Employee Termination Procedures - If employee is not performing the job up to our expectations, and if sufficient progress is not seen after several discussions, the Vice President will terminate his/her employment. If the person lives in a rent-free apartment, he or she will have the option to stay on as a paying tenant effective at the end of the month. He/She will receive two weeks severance pay. In the case of an employee resignation, the person has the option of staying on as a paying tenant, effective the day after the resignation date.

3. Maintenance and Repair Program

A. Inventory of appliances is maintained at the central office. Each unit contains an identical set of fixtures and appliances. A supply of spare parts and small appliances such as garbage disposals will be maintained at the site.

Concerning the mechanical equipment, the Maintenance Superintendent will be thoroughly briefed on its operation and repair procedures, including warranties if any.

Before occupancy, a detailed check list is reviewed and all items must be checked as satisfactory. Representatives of CMJ Management Company will personally inspect each unit for defects.

B. Prior to move-out, the Regional Property Manager will inspect the unit with the tenant to review its condition. Any unusual damages will be the responsibility of the tenant. The necessary funds will be deducted from the security deposit before reimbursement is made.

The same check list used for pre-occupancy is used at this time. A maintenance crew will completely clean the unit and paint wherever necessary before the next occupant moves in.

C. All apartments will be painted before re-occupancy, and a minimum of once every three years. Halls and exterior painting will be done as necessary.

D. All units are equipped with garbage disposals. Trash removal is accomplished by dumpster container located exterior of building.

E. Major repairs such as plumbing, electrical, carpentry or roofing will be handled by qualified outside contractors. We will use the original contractors whenever possible and feasible.

F. There will be two major landscaping activities in the Spring and Fall. Residents, local students, or other individuals will be hired on a part-time basis under the supervision of the Superintendent to do this work.

G. All entryways and doors will be cleaned daily. Ground floor and recreation level carpets will be vacuumed daily, all others twice weekly. Laundry rooms will be cleaned daily.

H. Minor maintenance repair needs will be reported to the Manager between 9:00 and 5:00. These reports will be logged in and given to the Maintenance Superindent. An effort to complete requests within 24-48 hours will be made. Emergency calls are handled immediately on a 24 hour basis. A Maintenance Superintendent is ON CALL at all times.

When completed. the item is logged in a second time. When problems are too complex, a tradesman will be called in.

I. The pool area will be kept clean and in operation from 7:00 a.m. until 9:00 p.m. seven days a week. The pool will be vacuumed daily and checked for chemicals, chlorine etc. as necessary.

4. Rent Collection (Policies and Procedures)

A. On-site rent collections are discouraged. Tenants are asked to mail rent checks by the first of each month to CMJ Management Company, One Heritage Drive, North Quincy, MA 02171. Under certain circumstances, the Manager will accept rent payments. There is no after-hours depository.

B. All pre-payments will be accepted; partial payment may be accepted on an individual basis depending on a tenant's situation.

C. No late fees are charged on delinquencies.

D. When a tenant misses a rent payment by five days, he or she receives a notice of rent overdue. When this interval extends to 14 days, they are personally contacted by Management. If the reason for tardiness is caused by a temporary setback, arrangements may be made for partial payments over a specified period of time. If the tenant has no extenuating circumstances, then he/she receives a Notice to Quit. By the third week, legal action is initiated. Except in cases of repeated offenders and those under special arrangements with the Management Company, these proceedings are stopped when the past due rent is received.

E. If a social service agency which can help families with budget problems is in the area, it will be included in the initial list the tenant receives and will be suggested by the Manager.

F. Rent payments are separately recorded and kept in a separate account.

5. Accounting Records

A. CMJ Management Company accounting and purchasing procedures are consistent with HUD requirements governing fiscal operations.

B. Tenant records will be maintained by the Regional Property Manager at the Management Company central office and are kept confidential.

C. A monthly cash-flow statement which clearly itemizes all financial activity for the period is prepared by the Accounting Department and received by the Regional Property Manager and Sponsor.

D. The report is completed by the 25th of each month, and will be received by the Sponsor on a monthly basis.

6. Tenant Management Relations

A. Tenants are encouraged to discuss their grievances with the Regional Manager. If necessary, the Vice President may be called on to clarify, arbitrate, or make a policy decision. We do not anticipate any differences of opinion that cannot be satisfactorily settled.

B. Tenants make verbal or written requests to the Manager, who refers them to them to the correct person or handles it personally. The Manager and the Superintendent will meet at least daily to keep up to date on the status of all requests.

C. New tenants are welcomed personally by the Regional Manager, and all policies and procedures are explained. Each tenant is given a handbook with all necessary information about his unit, operation of appliances, the building and the community. Management policies are fully explained. There is a monthly newsletter to keep tenant's informed of activities, maintenance problems, etc.

D. Vacancies are advertised in major Boston and Quincy newspapers as required. A Rental Agent greets prospects, shows the model apartment and processess all applications. If necessary, an Open House will be scheduled on weekends to attract potential residents.

A prospective tenant submits an application with a deposit. After the credit rating, references, and information provided are verified, the application is accepted, a security deposit on one month's rent is paid (held in an interest-bearing escrow account), and a lease signed for a period of one year from date of occupancy.

E. We have never had any need for a lease in a foreign language, but if this becomes an important need, we will consider it.

F. The lease is a standard form prepared by the Rental Housing Association. The rules and regulations it contains are for the benefit of the complex as a whole to keep it a clean, safe and pleasant place to live.

G. A copy of the proposed lease is attached.

H. Corcoran, Mullins, Jennison, Inc., and CMJ Management Company have worked successfully with tenant organizations. For example, King's Lynne, a 441-unit development in Lynn, Massachusetts, is jointly owned by CMJ and the King's Lynne Residents Council, which is a tenants organization. As a co-general partner, the King's Lynne Residents Council represents the tenants in all policy making matters and shares in the operating profits of the development. At other developments tenant organizations work closely with management.

I. The Manager will explain the social and recreational activities at the orientation session and through newsletters. Tenants will be urged to plan functions of their own and to assist with the monthly newsletter and other social programs.

7. Social Services

A. While no Social Services will be carried on at the site, we do plan to provide a complete referral service for all agencies in the area. The Regional Manager will also be available for informal discussion of residents' personal or financial problems.

B. We feel that a referral service will be adequate to serve the needs of the tenants.

CMJ MANAGEMENT CO.

1776 HERITAGE DRIVE
NO. QUINCY, MA 02171

OCCUPANCY AGREEMENT

Date , 19

. CMJ MANAGEMENT CO.

Lessor, hereby leases to

the following premises, viz., Apartment at

(city or town) Mass. (consisting of)

for the term of beginning , 19

and continuing in full force and effect after the above term from year to year until either the Lessor or Lessee, on or before the first day of in any year, gives to the other written notice of intention to terminate this lease on the last day of next after the date of said notice, in which case the lease hereby created shall terminate in accordance with such notice. The rent to be paid by the Lessee for the leased premises shall be as follows

RENT A The term rent shall be $, payable, except as herein otherwise provided, in installments of $ on the day of every month, in advance, so long as this lease is in force and effect.

LESSOR AND LESSEE FURTHER COVENANT AND AGREE

That during the term of this Lease and for such other and further period as the said Lessee shall occupy the said premises, all of the terms covenants and conditions contained herein shall remain in full force and effect

1. CARE OF PREMISES The Lessee shall not paint, decorate or otherwise embellish and/or change and shall not make nor suffer any additions or alterations to be made in or to the leased premises without the prior written consent of the Lessor, nor make nor suffer any strip or waste, nor suffer the heat or water to be wasted and at the termination of this lease shall deliver up the leased premises and all property belonging to the Lessor in good, clean and tenantable order and condition, reasonable wear and tear excepted. No electric or automatic washing machine, television or other aerials, or other like equipment shall be installed without the prior written consent of the Lessor No water-beds shall be permitted in the leased premises White liner required on all draperies Window shades must be white

2. CLEANLINESS The Lessee shall maintain the leased premises in a clean condition He shall not sweep, throw or dispose of, nor permit to be swept, thrown or disposed of, from said premises nor from any doors, windows, balconies, porches or other parts of said building, any dirt, waste, rubbish or other substance or article into any other parts of said building or the land adjacent thereto, except in proper receptacles and except in accordance with the rules of the Lessor.

3 DEFINITIONS The words "Lessor" and "Lessee" as used herein shall include their respective heirs, executors, administrators successors, representatives and assigns, agents and servants, and the words "he," "his," and "him" where applicable shall apply to the Lessor or Lessee regardless of sex, number, corporate entity, trust or other body If more than one party sign as Lessee hereunder, the covenants, conditions and agreements herein of the Lessee shall be the joint and several obligations of each such party.

4 DELIVERY OF PREMISES In the event the Lessor is not able through no fault of his own to deliver the leased premises to the Lessee at the time called for herein, the rent shall be abated on a pro rata basis until such time as occupancy can be obtained which abatement shall constitute full settlement of all damages caused by such delay, or the Lessor, at his election, shall be allowed reasonable time to deliver possession of the leased premises, and if he cannot deliver such possession within 30 days from the beginning of said term, either the Lessor or Lessee may then terminate this lease by giving written notice to the other and any payment made under this lease shall be forthwith refunded Lessee hereby authorizes and empowers Lessor to institute proceedings to recover possession of the premises on behalf of and in the name of Lessee

5. **EMINENT DOMAIN** If the leased premises, or any part thereof, or the whole or any part of the building of which they are a part, shall be taken for any purpose by exercise of the power of eminent domain or condemnation, or by action of the city or other authorities or shall receive any direct or consequential damage for which the Lessor or Lessee shall be entitled to compensation by reason of anything lawfully done in pursuance of any public authority after the execution hereof and during said term, or any extension or renewal thereof, then at the option of either the Lessor or the Lessee, this lease and said term shall terminate and such option may be exercised in the case of any such taking, notwithstanding the entire interest of the Lessor and the Lessee may have been divested by such taking. Said option to terminate shall be exercised by either the Lessor or the Lessee, by giving a written notice of exercise of such option to terminate in the manner described in Section 14 of this lease. Said option to terminate shall not be exercised by either party (a) earlier than the effective date of taking, nor (b) later than thirty (30) days after the effective date of taking. The mailing of the notice of exercise as set forth hereinabove shall be deemed to be the exercise of said option; and upon the giving of such notice, this lease shall be terminated as of the date of the taking. If this lease and said term are not so terminated, then in case of any such taking or destruction of or damage to the leased premises, rendering the same or any part thereof unfit for use and occupation, a just proportion of the rent hereinbefore reserved, according to the nature and extent of the damage to the leased premises, shall be suspended or abated until, in the case of such taking, what may remain of the leased premises, shall have been put in proper condition for use and occupation. The Lessee hereby assigns to the Lessor any and all claims and demands for damages on account of any such taking or for compensation for anything lawfully done in pursuance of any public authority, and covenants with the Lessor that the Lessee will from time to time execute and deliver to the Lessor such further instruments of assignment of any such claims and demands as the Lessor shall request, provided however that the Lessee does not assign to the Lessor any claim based upon Lessee's personal property or other improvements installed by Lessee with Lessor's written permission.

6. **FIRE, OTHER CASUALTY** If the leased premises, or any part thereof, or the whole or a substantial part of the building of which they are a part, shall be destroyed or damaged by fire or other casualty after the execution hereof and during said term, or any extension or renewal thereof, then this lease and said term shall terminate at the option of the Lessor by notice to the Lessee. If the leased premises or such common areas have not been restored by the Lessor to substantially their former condition for use and occupancy within thirty days after the damage occurred, the Lessee may terminate this lease by giving notice to the Lessor within thirty days following the termination of the thirty day period within which the Lessor failed to restore. If either party gives notice of intention to terminate under this section, this lease shall terminate on the last day of the then-current monthly rental period.

7. **DISTURBANCE, ILLEGAL USE** Neither the Lessee nor his family, friends, relatives, invitees, visitors, agents or servants shall make or suffer any unlawful, noisy or otherwise offensive use of the leased premises, nor commit or permit any nuisance to exist thereon, nor cause damage to the leased premises, nor create any substantial interference with the rights, comfort, safety or enjoyment of the Lessor or other occupants of the same or any other apartment, nor make any use whatsoever thereof than as and for a private residence. No articles shall be hung or shaken from the windows, doors, porches, balconies, or placed upon the exterior windowsills.

8. **GOVERNMENTAL REGULATIONS** The Lessor shall be obligated to fulfill all of the Lessor's obligations hereunder to the best of the Lessor's ability but the Lessee's obligations, covenants and agreements hereunder shall not be affected, impaired or excused because the Lessor is unable to supply or is delayed in supplying any service or is unable to make or is delayed in making any repairs, additions, alterations or decorations, or is unable to supply or is delayed in supplying any equipment or fixtures, if Lessor is prevented or delayed from so doing because of any law or governmental action or any order, rule or regulation of any governmental agency, (other than those regulating rents) which is beyond the Lessor's reasonable control.

9. **COMMON AREAS** No receptacles, vehicles, baby carriages or other articles or obstructions shall be placed in the halls or other common areas or passageways.

10. **HEAT AND HOT WATER** The Lessor agrees that he will furnish reasonably hot and cold water and reasonable heat during the regular heating season to radiators in the leased premises, all in accordance with applicable laws, but the failure of the Lessor to provide any of the foregoing items to any specific degree, quantity, quality, or character due to any causes beyond the reasonable control of the Lessor, such as accident, restriction by City, State or Federal regulations, or during necessary repairs to the apparatus shall not form a basis of any claim for damages against the Lessor. See Clause 27 below regarding Lessee's obligation for payment.

11. **INSURANCE** Lessee understands and agrees that it shall be Lessee's own obligation to insure his personal property.

12. **KEYS AND LOCKS** Upon expiration or termination of the lease, the Lessee shall deliver the keys of the premises to the landlord. Delivery of keys by the Lessee to the Lessor, or to anyone in his behalf, shall not constitute a surrender or acceptance of surrender of the leased premises unless so stipulated in writing by the Lessor. In the event that the exterior door lock or locks in the leased premises are not in normal working order at any time during the term hereof, and if the Lessee reports such condition to the Lessor, then and in that event, the Lessor shall, within a reasonable period of time following receipt of notice from the Lessee of such condition, repair or replace such lock or locks. Locks shall not be changed, altered, or replaced nor shall new locks be added by the Lessee without the written permission of the Lessor. Any locks so permitted to be installed shall become the property of the Lessor and shall not be removed by the Lessee. The Lessee shall promptly give a duplicate key to any such changed, altered, replaced or new lock to the Lessor.

13. **LOSS OR DAMAGE** The Lessee agrees to indemnify and save the Lessor harmless from all liability, loss or damage arising from any nuisance made or suffered on the leased premises by the Lessee, his family, friends, relatives, invitees, visitors, agents, or servants or from any carelessness, neglect or improper conduct of any of such persons. All personal property in any part of the building within the control of the Lessee shall be at the sole risk of the Lessee. Subject to provisions of applicable law the Lessor shall not be liable for damage to or loss of property of any kind which may be lost or stolen, damaged or destroyed by fire, water, steam, defective refrigeration, elevators, or otherwise, while on the leased premises or in any storage space in the building or for any personal injury unless caused by the negligence of the Lessor.

14. **NOTICES** Written notice from the Lessor to the Lessee shall be deemed to have been properly given if mailed by registered or certified mail, postage prepaid, return receipt requested to the Lessee at the address of the leased premises, or if delivered or left in or on any part thereof, provided that if so mailed, the receipt has been signed, or if so delivered or left, that such notice has been delivered to or left with, the Lessee or anyone expressly or impliedly authorized to receive messages for the Lessee, or by any adult who resides with the Lessee in the Leased premises. Written notice from the Lessee to the Lessor shall be deemed to have been properly given if mailed by registered or certified mail, postage prepaid, return receipt requested, to the Lessor at his address set forth in the first paragraph of this lease, unless the Lessor shall have notified the Lessee of a change of the Lessor's address, in which case such notice shall be so sent to such changed address of the Lessor, provided that the receipt has been signed by the Lessor or anyone expressly or impliedly authorized to receive messages for the Lessor. Notwithstanding the foregoing, notice by either party to the other shall be deemed adequate if given in any other manner authorized by law.

15. **OTHER REGULATIONS** The Lessee agrees to conform to such lawful rules and regulations which are reasonably related to the purpose and provisions of this lease, as shall from time to time be established by the Lessor in the future for the safety, care, cleanliness, or orderly conduct of the leased premises and the building of which they are a part, and for the benefit, safety, comfort and convenience of all the occupants of said building.

16. **PARKING** Parking on the premises of the Lessor is prohibited unless written consent is given by the Lessor

17. **PETS** No dogs or other animals, birds or pets shall be kept in or upon the leased premises without the Lessor's written consent; and consent so given may be revoked at any time.

18. **PLUMBING** The water closets, disposals, and waste pipes shall not be used for any purposes other than those for which they were constructed, nor shall any sweepings, rubbish, rags, or any other improper articles be thrown into the same, and any damage to the building caused by the misuse of such equipment shall be borne by the Lessee by whom or upon whose premises it shall have been caused, unless caused by the negligence of the Lessor, or by the negligence of an independent contractor employed by the Lessor

19. **REPAIRS** The Lessee agrees with the Lessor that, during this lease and for such further time as the Lessee shall hold the leased premises or any part thereof, the Lessee will at all times keep and maintain the leased premises and all equipment and fixtures therein or used therewith repaired, whole and of the same kind, quality and description and in such good repair, order and condition as the same are at the beginning of, or may be put in during the term or any extension or renewal thereof, reasonable wear and tear and damage by unavoidable casualty only excepted The Lessor and the Lessee agree to comply with any responsibility which either may have under applicable law to perform repairs upon the leased premises If Lessee fails with a reasonable time, or improperly makes such repairs, then and in any such event or events, the Lessor may (but shall not be obligated to) make such repairs and the Lessee shall reimburse the Lessor for the reasonable cost of such repairs in full, upon demand.

20. **RIGHT OF ENTRY** A. The Lessor may enter upon the leased premises at reasonable times or in case of emergency to examine the condition thereof, to show the premises to prospective purchasers or tenants, or make repairs thereto; and
B. At his election, Lessor may paint, clean or redecorate the premises, remove signs therefrom or post signs thereon, or replace or install pipes, wires, tubes, coverings, and plumbing and heating equipment therein

21. **NON-PERFORMANCE OR BREACH BY LESSEE** If the Lessee shall fail to comply with any lawful term, condition, covenant, obligation, or agreement expressed herein or implied hereunder, or if the Lessee shall be declared bankrupt, or insolvent according to law or if any assignment of the Lessee's property shall be made for the benefit of creditors, or if the premises appear to be abandoned then, and in any of the said cases and notwithstanding any license or waiver of any prior breach of any of the said terms, conditions, covenants, obligations, or agreements, the Lessor, without necessity or requirement of making any entry may (subject to the Lessee's rights under applicable law) terminate this lease by

1. a seven (7) day written notice to the Lessee to vacate said leased premises in case of any breach except only for non-payment of rent, or
2. a fourteen (14) day written notice to the Lessee to vacate said leased premises upon the neglect or refusal of the Lessee to pay the rent as herein provided

Any termination under this section shall be without prejudice to any remedies which might otherwise be used for arrears of rent or preceding breach of any of the said terms, conditions, covenants, obligations or agreements.

22. **LESSEE'S COVENANTS IN EVENT OF TERMINATION** The Lessee covenants that in case of any termination of this lease, by reason of the default of the Lessee, then at the option of Lessor.

(A) The Lessee will forthwith pay to the Lessor as damages hereunder a sum equal to the amount by which the rent and other payments called for hereunder for the remainder of the term or any extension or renewal thereof exceed the fair rental value of said premises for the remainder of the term or any extension or renewal thereof, and

(B) the Lessee covenants that he will furthermore indemnify the Lessor from and against any loss and damage sustained by reason of any termination caused by the default of, or the breach by, the Lessee Lessor's damages hereunder shall include, but shall not be limited to, any loss of rents, accrued but unpaid prior to termination, reasonable broker's commission for the re-letting of the leased premises, advertising costs; the reasonable cost incurred in cleaning and repairing the premises in order to re-let the same; moving and storage charges incurred by Lessor in moving Lessee's belongings pursuant to eviction proceedings; legal costs and reasonable attorney's fees incurred by the Lessor in collecting any damages hereunder or in obtaining possession of the leased premises by summary process or otherwise

(C) At the option of Lessor, however, Lessor's cause of action under this article shall accrue when a new tenancy or lease term first commences subsequent to a termination under this lease, in which event Lessor's damages shall be limited to any and all damages sustained by him prior to said new tenancy or lease date.

Lessor shall also be entitled to any and all other remedies provided by law All rights and remedies are to be cumulative and not exclusive.

23. **REMOVAL OF GOODS** Lessee further covenants and agrees that if Lessor shall remove Lessee's goods or effects, pursuant to the terms hereof or of any Court order, Lessor shall not be liable or responsible for any loss of or damage to Lessee's goods or effects and the Lessor's act of so removing such goods or effects shall be deemed to be the act of and for the account of Lessee, provided, however, that if the Lessor removes the Lessee's goods or effects, he shall comply with all applicable laws, and shall exercise due care in the handling of such goods to the fullest practical extent under the circumstances

24. **NON-SURRENDER** Neither the vacating of the premises by Lessee, nor the delivery of keys to the Lessor shall be deemed a surrender or an acceptance of surrender of the leased premises, unless so stipulated in writing by Lessor

25. **SUB-LETTING, NUMBER OF OCCUPANTS** The Lessee shall not assign nor underlet any part or the whole of the leased premises, nor shall permit the leased premises to be occupied for a period longer than a temporary visit by any one except the individuals specifically named in the first paragraph of this lease, their spouses, and any children born to them during the term of this lease or any extension or renewal thereof without first obtaining on each occasion the assent in writing of the Lessor.

26. **TRUSTEE** In the event that the Lessor is a trustee or a partnership, no such trustee nor any beneficiary nor any shareholder of said trust and no partner, General or Limited, of such partnership shall be personally liable to anyone under any term, condition, covenant, obligation, or agreement expressed herein or implied hereunder or for any claim of damage or cause at law or in equity arising out of the occupancy of said leased premises, the use or the maintenance of said building or its approaches and equipment.

27. **UTILITIES** The Lessee shall pay, as they become due, all bills for electricity furnished to the demised premises

28. **WAIVER** The waiver of one breach of any term, condition, covenant, obligation, or agreement of this lease shall not be considered to be a waiver of that or any other term, condition, covenant, obligation, or agreement or of any subsequent breach thereof.

29. **SEPARABILITY CLAUSE** If any provision of this lease or portion of such provision or the application thereof to any person or circumstance is held invalid, the remainder of the lease (or the remainder of such provision) and the application thereof to other persons or circumstances shall not be affected thereby.

30. **SECURITY DEPOSIT** A. Lessor acknowledges receipt from Lessee of $ (an amount not to exceed two months rent) to be held by Lessor during the term hereof, or any extension or renewal, as security for the full, faithful and punctual performance by Lessee of all lawful covenants and conditions of this lease on Lessee's part to be performed or observed, including the obligation to pay rent; it being understood that said deposit is not to be considered prepaid rent, nor shall damages be limited to the amount of such security deposit.
B. The Lessor acknowledges that, subject to damages prescribed by law, he shall, within thirty (30) days after the termination of this lease or upon the Lessee's vacating said premises completely together with all his goods and possessions, whichever shall last occur, return said security deposit or any balance thereof, and any interest thereon, if due, after deducting the amount of any damage caused by the Lessee, or any person on the leased premises with his knowledge or consent, reasonable wear and tear excepted, and less any unpaid rent not lawfully withheld and less any unpaid portion of the Lessee's share of real estate tax increases as set forth in the Rent paragraph of this lease, along with a statement itemizing with particularity the nature of any repairs necessary to correct any damage and the actual or estimated cost thereof, all in accordance with applicable law

31 **COPY OF LEASE** The Lessor shall deliver a copy of this lease, duly executed by Lessor or his authorized agent, to the Lessee within thirty (30) days after a copy hereof, duly executed by the Lessee, has been delivered to the Lessor

32 **REPRISALS PROHIBITED** The Lessor acknowledges that provisions of applicable law forbid a landlord from threatening to take or taking reprisals against any tenant for seeking to assert his legal rights.

33 **ADDITIONAL PROVISIONS**

*Initial rent up concession

IN WITNESS WHEREOF, the said parties hereunto and to another instrument of like tenor, have set their hands and seals on the day and year first above written, and Lessee as an individual states under the pains and penalties of perjury that said Lessee is over the age of 18 years.

CMJ MANAGEMENT CO.
Lessor

Agent

Lessee

SUPPLEMENTAL MANAGEMENT AGREEMENT FOR INTERIM MANAGEMENT OF THE EXISTING HOUSING ON THE KING'S LYNNE SITE

This is an agreement between King's Lynne Apartments Company (the Owner) and CMJ Management Company, Inc. (the Agent) for interim management of the existing housing on the King's Lynne site in Lynne, Massachusetts.

1. Appointment and Acceptance.

The Owner appoints the Agent as the exclusive agent for the management of the property described in Section 2 of this Agreement, and the Agent accepts the appointment subject to the terms and conditions set forth in this Agreement, said appointment and acceptance being effective as of September 13, 1976, and continuing until it expires or is terminated pursuant to Section 25 of this Agreement.

2. Description of the Project.

The property to be managed by the Agent under this Agreement (the Property) is those portions of the King's Lynne site in Lynne, Massachusetts, containing occupied former public housing units and related facilities and grounds.

3. Management Policy.

Management policy issues are to be decided by the Owner. As set forth in the November 23, 1974 Letter of Intent between Corcoran, Mullins, Jennison, Inc. (CMJ) and America Park Associates (the predecessor of King's Lynne Residents Council (KLRC)) and in the September 22, 1976 Memorandum of Understanding between CMJ and KLRC, management policy issues include:

a. Staff hiring and firing;

b. Approval of annual operating budget;

c. Formulation of leases and changes in leases;

d. Propagation of and changes in rules and regulations governing use of the property;

e. Rent schedules and rent increases;

f. Maintenance of the property;

g. Upgrading of or improvements to existing units;

h. Policy and planning for resident services program;

i. Use of recreational and other community facilities;

j. Changes in level of service;

k. Relocation policies; and,

l. Termination of tenancies.

4. Management Office.

The Agent will maintain a management office on the King's Lynne site.

5. Dwelling Leases.

The Agent will prepare all dwelling leases and will execute the same in his name. Dwelling leases will be in a form currently approved by the Owner.

6. Rent Schedule.

In no event will rents in excess of the owner-approved rent schedule be changed.

7. Collection of Rents and Other Receipts

The Agent will collect and deposit rents in accordance with the terms of each resident's lease. All funds collected by the Agent shall be deposited by the Agent promptly in a separate bank account in an institution whose deposits are insured by an agency of the United States of America which account is used exclusively by the Agent for funds of this property.

8. Enforcement of Leases.

The Agent will comply with and secure full compliance by each resident with the terms of his lease.

Voluntary resident compliance will be emphasized, and in all cases in which involuntary termination is contemplated by the Agent, the Agent will attempt to contact the Resident and resolve the problem, to the end that involuntary termination of tenancies may be avoided to the maximum extent consistent with sound management of the property. In all cases in which the Agent's attempt to contact the Resident and resolve the problem is unsuccessful and the Agent continues to contemplate terminating the tenancy, the Social Services Program shall be informed and given an opportunity to resolve the situation.

Nevertheless, the Agent will, after the completion of the procedures in the preceding paragraph, and subject to the Owner's approval, lawfully terminate any tenancy pursuant to the procedures set forth in the resident's lease, when, in the Agent's judgment, sufficient cause (including but not limited to nonpayment of rent) for such termination occurs under the terms of the resident's lease. For this purpose, the Agent is authorized to consult with legal counsel of its choice to bring actions for evictions and to execute notices to vacate and judicial pleadings incident to such actions. The Agent shall have the power to accept termination of tenancies, settle, compromise and release claims against residents; reinstate leases; give consents provided for in leases; and take all required action to evict residents when necessary subject to Owner

approval and, to the extent required by the Resident's approved lease, MHFA approval. The Agent shall keep the Owner informed of such actions and follow such instructions as the Owner shall prescribe for the conduct of any such action.

9. Maintenance and Repair.

The Agent will cause the Property to be maintained and repaired in a condition all times acceptable to the Owner, including but not limited to cleaning, painting, decorating, plumbing, carpentry, grounds care, and such other maintenance and repair work as may be necessary. Incident thereto, the following provisions will apply:

a. The Agent will contract with qualified independent contractors for extraordinary repairs beyond the capability of regular maintenance employees.

b. The Agent is authorized to purchase all materials, equipment, tools, appliances, supplies and services necessary to proper maintenance and repair.

c. Repair of all damage for which the Resident is financially responsible under the lease shall be done in such a manner as to minimize the cost to the Resident, to the maximum extent consistent with sound maintenance of the property.

d. Notwithstanding any of the foregoing provisions, for any one item of repair or replacement the expense incurred shall not exceed the sum of One Thousand ($1,000.00) Dollars unless specifically authorized by the Owner; excepting, however, that emergency repairs involving manifest danger to life or property, or required to avoid the suspension of any necessary service to the Property, may be made by the Agent notwithstanding the cost limitation imposed by this paragraph. Notwithstanding this authority as to emergency repairs, it is understood and agreed that the Agent will, if at all possible, confer immediately with the Owner regarding every such expenditure. The Agent shall not incur any liability (direct or contingent)

which will mature more than one year from the creation thereof, without first obtaining the approval of the Owner.

(e) Agent shall take such action as may be necessary to comply promptly with any and all orders or requirements affecting the premises placed thereon by any federal, state, county, or municipal authority having jurisdiction thereover, and others of the Board of Fire Underwriters or other similar bodies subject to the same limitation contained in Paragraph (d) of this section in connection with the making of repairs and alterations. The Agent, however, shall not take any action under this Paragraph (e) so long as the Owner is contesting or has affirmed its intention to contest any such order or requirement.

10. Utilities and Services.

The Agent will make arrangements for water, electricity for common or management use, gas, fuel, oil, sewage and trash disposal, vermin extermination, and all other appropriate services. The Agent will make such contracts as may be necessary to secure such utilities and services.

11. Employees.

The number, qualifications and duties of personnel to be regularly employed in the management of the Property will be determined by the Owner. All such employees except staff of the Social Services Program will be deemed employees of the Agent and not the Owner, and will be paid and supervised by the Agent. Minimum wage standards shall be met.

Social Services staff shall be supervised directly by the Owner but will be paid through the Agent. Social Services staff will be hired and discharged directly by the Owner.

All other management personnel shall be hired and discharged by the Agent, except that hiring and discharge of the Property

Manager, Maintenance Superintendent, and Relocation Agent shall be subject to the approval of the Owner.

12. Employment of Residents

The Agent will establish and follow an employment policy which affords residents of the Property maximum opportunities for employment in the management and operation of the Property and to the extent consistent with that consideration, affords employment opportunities to lower income persons in the Property area. While personnel will be employed primarily on the basis of ability, the Agent will make a conscientious effort to provide special assistance and training for Property residents and members of minority groups who are not initially qualified.

13. Budgets

Annual operating budgets for the Property will be as approved by the Owner. The annual disbursements authorized by the approved annual budget shall serve as a major control under which the Agent shall operate and there shall be no substantial variance therefrom, except such as may be sanctioned by the Owner. By this is meant that no expenses may be incurred or commitments made by the Agent in connection with the maintenance and operation of the Property in excess of the amounts allocated to the various classifications of expense in the approved budget without the prior consent of the Owner, except that, if necessary because of an emergency, an overrun may be experienced, provided it is brought promptly to the attention of the Owner in writing. In addition to preparation and submission of a recommended operating budget for the initial fiscal year, the Agent will prepare a recommended operating budget for each subsequent

calendar year and will submit the same to the Owner at least thirty (30) days before the beginning of each new calendar year. The Owner will promptly inform the Agent of changes, if any, incorporated in the approved budget, and the Agent will keep the Owner informed of any anticipated deviation from the receipts or disbursements stated in the approved budget.

14. Records and Reports

In addition to any other requirements specified in this Agreement, the Agent will have the following responsibilities with respect to records and reports:

a. The Agent will establish and maintain a comprehensive system of records, books and accounts in a manner conforming to the directives of the Department of Community Affairs (DCA) and/or the Lynn Housing Authority (LHA) and otherwise satisfactory to the Owner. All records, books and accounts will be subject to examination at reasonable hours by authorized representatives of the Owner, LHA or DCA.

b. Within ninety (90) days following the end of each calendar year, DCA and LHA shall be furnished with a complete annual financial report for the Property based upon an examination of the books and records of the Owner, containing a detailed, itemized statement of all income and expenditures, prepared and certified by a Certified Public Accountant in accordance with the requirements of DCA and/or LHA and in conformity with generally accepted accounting principles applied on a consistent basis.

c. The Agent will prepare, on a monthly basis, appropriate forms to be sent to appropriate agencies for the collection of subsidy payments under state or federal programs as required.

d. By the fifteenth (15th) day of each month, the Agent will furnish the Owner with an itemized list of all rental accounts in arrears.

e. By the fourth Tuesday of each month, the Agent will furnish the Owner with a schedule of accounts

receivable and payable and an operating statement showing the previous month and the current year to date on a modified accrual basis.

15. Bids, Discounts, Rebates, etc.

The Agent will obtain by contracts, materials, supplies, utilities and services on the most advantageous terms to the Property, which requirement shall include reasonable steps to solicit bids orally or in writing for all items that cost more than $1,000.00 and can be obtained from more than one source. The Agent will secure and credit to the Owner and not receive or retain for itself, all discounts, rebates or commissions obtainable with respect to purchases, service contracts and all other transactions regarding the Property.

16. Social Services Program

The Agent will serve as the Owner's ~~pay~~ [illegible] roll agent for the social services program.

17. Emergency Repair

The Agent will provide an emergency telephone repair capability on a 24 hour basis.

18. Fidelity Bond

The Agent will be responsible for providing a fidelity bond which will cover all employees who will be handling funds or associated with the management of this property.

19. Insurance

The Agent should inform the Owner of insurance to be carried with respect to the Property and its operations, and the Agent when authorized by the Owner in writing may cause such insurance to be placed and kept in effect at all times. The Agent will pay

the premiums and the premiums will be treated as operating expenses. All insurance will be placed with such companies, on such conditions, in such amounts and with such beneficial interests appearing thereon as shall be acceptable to the Owner, provided that the same will include public liability coverage for the Agent as well as the Owner. The Agent will investigate and furnish the Owner with full reports as to all accidents, claims and potential claims for damage relating to the Property and will cooperate with the Owner's insurers in connection therewith.

20. Compliance with Governmental Orders

The Agent will take such action as may be necessary to comply promptly with any and all governmental orders or other requirements affecting the Property, whether imposed by federal, state, county or municipal authority, subject however, to the limitation stated in section 9(e) with respect to repairs. Nevertheless, Agent shall take no such action so long as the Owner is contesting, or has affirmed its intention to contest, any such order or requirement. The Agent will notify the Owner in writing of all notices of such orders or other requirements, within seventy-two (72) hours from the time of their receipt.

21. Non-discrimination

In the performance of its obligations under this Agreement, the Agent will comply with the provisions of any federal, state or local law prohibiting discrimination in housing.

22. Agent's Compensation

(a) The sole compensation which the Agent shall be entitled to receive for all services performed under this Agreement shall be a fee computed as follows:

(1) $40,000 per year;

(2) Plus an additional $9,500 per year to be spent for salaries and fringe benefits of social services personnel.

(b) The following expenses shall be borne solely by the Agent and will not be paid out of the Owner's funds, or be treated as Project expenses:

(1) Compensation (including fringe benefits) payable to the Agent's supervisory Property Manager and all bookkeeping, clerical and other personnel of Agent working at or out of Agent's business office, which is currently located at 14 Alleyne Street, Quincy, Massachusetts.

(2) All local, state and federal taxes and assessments incident to the employment of such personnel.

(3) All office expenses incurred at or relating to Agent's business office.

(4) The cost of the fidelity bond required in Section 18.

23. Disbursements

A. From the funds collected and deposited by the Agent in Rental Agency Account pursuant to Section 7 & 14(c) above and from all other funds received by the Agent for management of the Project, the Agent will make the following disbursements promptly when payable.

(1) Compensation (including fringe benefits) payable to the property Manager, all maintenance employees, and the Project Office secretary.

(2) All local, state, and federal taxes and assessments (including but not limited to Social Security taxes, unemployment insurance and workmen's compensation insurance) incident to the employment of such personnel.

(3) Compensation payable to the Relocation Agent.

(4) All sums otherwise due and payable by the Owner as expenses of the Project authorized to be incurred by the Agent under the terms of this Agreement, including:

a. Maintenance and repair of the Project.

b. Utilities and services pursuant to Section 10.

c. Agent's compensation, pursuant to Section 22 above, for its service hereunder.

d. The cost of operating the Project Office.

e. The costs of preparing the annual financial report of the Project pursuant to Section 14(b).

f. Insurance premiums pursuant to Section 19.

(g) Attorney's fees and other necessary costs incurred with Owner's permission in connection with terminations of tenancies pursuant to Section 8.

B. Except for the disbursements mentioned in Section 23(A) above, funds will be disbursed or transferred from the Rental Agency Account only as the Owner may from time to time direct in writing.

C. In the event that the balance in the Rental Agency Account is at any time insufficient to pay disbursements due, the Agent will inform the Owner of that fact and the Owner will then remit to the Agent sufficient funds to cover the deficiency. In no event will the Agent be required to use its funds to pay such disbursements.

24. Indemnity

The Owner hereby agrees to indemnify and save harmless the Agent (and its principals and employees) for obligations incurred or assumed by the Agent in connection with the operation and management of the Project as authorized herein or as otherwise agreed between Owner and Agent. The Owner hereby agrees to indemnity and save harmless from liability for injury suffered by any employee or other person in connection with the operation of the Property provided such loss, damage or injury is not caused by the negligence or other fault of the Agent. The Agent shall not be liable to the Owner except for willful misconduct or gross negligence of the Agent or its employees regarding accounting to the Owner for funds of the Owner actually collected by the Agent.

25. Term of Agreement

Subject to the conditions stated below, this Agreement shall be in force from September 13, 1976 until all former public housing units have been vacated. The Agent's duties pertaining to a portion of the King's Lynne site shall cease when all housing units in that portion have been vacated and the Owner concurs in this cessation of duties.

A. The owner may terminate this Agreement at any time for good cause by giving the Agent 14 days written notice.

B. In the event that a petition in bankruptcy is filed by or against either of the Owner or the Agent, or in the event that either makes an assignment for the benefit of creditors or takes advantage of any insolvency act, the other party may terminate this Agreement provided that prompt written notice of such termination is given.

C. Upon termination, the Agent will submit to the Owner any financial statements requested by the Owner and after the Owner and Agent have accounted to each other with respect to all matters outstanding as of the date of termination, the Owner will furnish the Agent security, in form and principal amount satisfactory to the Agent, against any obligations or liabilities which the Agent may properly have incurred on behalf of the Owner hereunder.

26. Changes in Agreement

This Agreement constitutes the entire agreement between the Owner and the Agent with respect to the management and operation of the Project, and no change will be valid, unless made by supplemental written agreement, executed and approved in the same manner as this Agreement.

IN WITNESS WHEREOF, the Owner and Agent by their duly authorized officers have executed this Agreement on D[illegible] 197_.

OWNER: KING'S LYNNE APARTMENTS COMPANY

BY: ______________________
Joseph R. Mullins, Vice President
Corcoran, Mullins, Jennison, Inc., Co-General Partner

BY: Daniel R Wessell
Daniel R. Wessell, President
King's Lynne Residents Council, Inc., Co-General Partner

AGENT: CMJ MANAGEMENT COMPANY, INC.

BY: ______________________
Gary A. Jennison
President

CONTRACTOR QUALIFICATIONS

CMJ Construction Corp.

CMJ CONSTRUCTION CORP.

The CMJ Construction Corporation has been operating as a general contractor since 1976. The company was originally formed in order to assure that projects developed by Corcoran, Mullins, Jennison, Inc. were constructed in a high quality manner, on schedule and with allotted budgets.

Once a project is started by CMJ Construction, its control and accounting mechanisms are put into gear. Their volume is handled through detailed cost estimation, specification reviews, tight budgeting, and timely and rigorous on-the-site construction reviews. The production schedule and accounting reports are computerized, facilitating instanteous updating and recall.

The result of all this activity is the successful completion of a wide variety of property that have been completed on schedule and within budget. This includes a variety of projects including both new construction and substantial rehabilitation developments in detached, walk up, and elevator buildings.

CMJ Construction completed $40 million worth of construction in 1980-81. On construction projects requiring bonds, the Traveler's Indemnity Company has provided any bonds required.

The CMJ Construction Corp. does not have any pending or previous litigation in which it was alleged or found to be liable for construction deficiencies. There have been no debarments, suspensions or temporary denials of participation for construction defects not satisfactorily corrected.

THE TRAVELERS

Surety Department
Robert P. Burns, Manager

October 8, 1982

Members of Columbia Point Task Force
Boston,
Massachusetts

Re: Corcoran, Mullins and Jennison
Proposal to Revitalize Columbia Point Housing

Ladies and Gentlemen:

It is our privilege to be the Surety for C.M.J. since they first formed their construction company. We have witnessed their organizational and financial growth which, of course, is reflective of the excellent management provided by the principals, Messrs. Joseph Corcoran, Joseph Mullins and Gary Jennison.

I recently visited the Laurel, Maryland Project which they are rehabilitating and was impressed with the transformation of this run-down housing into very fine housing.

Mr. Gary Jennison has indicated to me that C.M.J. will tender a proposal to revitalize Columbia Point Housing.

The Travelers is prepared, as Surety, to provide the necessary Performance and Payment Bonds if they are selected as Contractor/Developer on this very large undertaking.

We hold the principals and their firm in high regard and recommend them to you without reservation.

Sincerely,

Robt P. Burns

Robert P. Burns

RPB:lt

BOSTON OFFICE OF THE TRAVELERS INSURANCE COMPANIES
125 High Street, Boston, Massachusetts 02110
Home Office: Hartford, Connecticut

December 11, 1980

Mr. Elliot Bernold, Director
Housing Division
Department of Housing & Urban Development
1875 Connecticut Avenue, N.W.
Washington, D.C. 20009

Dear Mr. Bernold:

I have been working with the South Laurel Apartments (formerly Pumpkin Hill) since 1973, first through the Section 23 Program and later through Section 8. During this time the complex has constantly been in the news. The stories have been critical, telling of owner neglect, poor management, faulty construction, scant maintenance, and tenant apathy. Recently things are changing.

Since C.M.J., Inc. has been in control, the complex is cleaner, safer, and the tenants are happier. For the first time, actual progress is visable.

One approach of C.M.J. is through a Social Service Program. While general maintenance and site appearance has improved, the real advancement seems to be in the area of tenant relations. This "aurora" of tenant satisfaction seems to be caused by the general concern taken with each tenant by management.

I felt that HUD may be interested in this inovative and successful approach.

Sincerely,

Mary Low McDonough
Chief, Section 8

cc: Reader
South Laurel File
J. Joseph Clark

MLM:rlj

OKM Associates, Inc.
148 State Street, Boston, MA 02109 (617) 742-8616

October 12, 1982

Mr. Gary Jennison
Executive Vice President
Corcoran, Mullins, Jennison, Inc.
One Heritage Drive
Quincy, Massachusetts

Dear Mr. Jennison:

OKM Associates, Inc., is the Boston Housing Authority's Managing Agent for the Englewood Apartments built by CMJ in Dorchester, Massachusetts. On behalf of the residents of the development and OKM we would like to thank CMJ for the work it has put into making the building an exceptionally nice place for people to live.

Your staff has been and continues to be concerned and courteous. Any problems that have arisen have been dealt with promptly and professionally. The extra touches, such as the pictures donated by CMJ and the very special open house have meant a great deal to the residents and have helped to foster a real sense of community.

We hope that we will have the opportunity of working with you again.

Sincerely,

Pamela Shea-Roge

Pamela Shea-Roger

PSR/jl

Providing housing services through development/management/consulting

FEB 1 1982

Commissioners
harles G. Hayes, Chairman
obert Curran, Vice-Chairman

xecutive Director
. Douglas Guy III

Housing Authority
of the
Town of Exeter
277 Water Street
Exeter, New Hampshire 03833

Commissioners
Margaret Duhamel
Flavia Page
Rene L. Valiquet

Telephone: (603) 778-8110
778-1479

January 28, 1982

Marty Jones, Vice President
Corcoran, Mullins, Jennison, Inc.
1776 Heritage Drive
Quincy, Massachusetts 02171

Dear Ms. Jones:

This letter concerns the performance of Corcoran, Mullins, Jennison, Inc. in developing 85 units of public housing for the elderly via the Turnkey method funded by the Department of Housing and Urban Development.

The proposal of CMJ was selected over six other submissions after an evaluation determined that the proposed development was superior in ten out of eleven crtieria. CMJ then proceeded to obtain the necessary local approvals in a businesslike and cooperative manner. Your firm displayed commendable receptiveness to the suggestions and comments of the Housing Authority, HUD Officials and other local officials. An especially difficult situation involving Sewer easements was settled in a manner which was beneficial to both the Town Sewer Department and the overall design and liveability of the elderly housing project.

Construction preceeded in good time with no remarkable delays or problems. Once again, CMJ's site and project managers were cooperative and quick to respond with information requested by the EHA and local government inspectors.

EHA's acceptance of the project occurred one month prior to the completion date specified. Since that time your firm has been cooperative in resolving minor deficiencies and failures and the sub contractors involved, especially plumbing and electrical, have responded to calls for repairs for warranteed items in a satisfactory manner.

In short, my relationship with CMJ has been and continues to be a pleasant experience and I feel confident that the $4.2 million project developed by your firm will prove an asset to the Town of Exeter for many years.

Sincerely,

J. Douglas Guy III
Executive Director

JDG/jmm

TOWN OF ARLINGTON
MASSACHUSETTS 02174
643-6700
DEPARTMENT of PLANNING and
COMMUNITY DEVELOPMENT

February 5, 1982

Mr. Daniel Weunchel, Executive Director
Cambridge Housing Authority
270 Green Street
Cambridge, MA 02179

Dear Mr. Weunchel:

Corcoran, Mullins, Jennison, Inc. has recently completed Millbrook Square, a 146-unit apartment complex for the elderly on Mill Street in Arlington. This development is the first privately owned subsidized housing development to be built in Arlington and was a very controversial development. Under several different development schemes, the project had been in the planning stages for over ten years and was delayed by several law suits when CMJ first became involved in early 1979. The company successfully negotiated agreements with ten various Town agencies and neighborhood groups involved in the litigation and prepared a new development plan that won the approval of all involved. Construction began on the project in September, 1981.

CMJ and its' architect, Hugh Adams Russell, are to be commended for their expertise in designing a high-quality building on a very small and complex site. CMJ has been highly cooperative and responsive in working with Town agencies. Above all, in this development, CMJ particularly demonstrated its ability to "make things happen" and turn plans into reality.

If you have any specific questions about CMJ'S experience in Arlington, please do not hesitate to call me.

Sincerely,

Alan McClennen

Alan McClennen, Jr., Director
Planning and Community Development

AMcC/dm

Town of Brewster

BUILDING DEPT.
Brewster, Massachusetts

OFFICE OF:
Inspector of Buildings

TEL.: 896-3701
TEL.: 896-3702
TEL.: 896-6417

October 15, 1982

To Whom it May Concern:

Re: Corcoran, Mullins, Jennison, Inc.

Gentlemen:

Corcoran, Mullins, Jennison, Inc. are currently constructing their second condominium project in Brewster. I was introduced to their field supervision during the final stage of the Sea Pines development in 1979 and then to the management group in the planning stage for the Ocean Edge Development. I have found the firm's personnel willing to accept suggestions, criticism when necessary, and generally quite cooperative. We have had no major problems, and do not anticipate any. I would not hesitate to recommend them for future projects.

Sincerely,

David E. Thyng
Inspector of Buildings
and Zoning Agent

CHART 1C
CONTRACTOR EXPERIENCE

DEVELOPMENT	UNITS	VALUE	DESCRIPTION
The Villages at Montpelier Laurel, MD	520	$23,000,000	This project required substantial rehabilitation of forty-eight buildings. Originally 620 units, some entire buildings, were demolished leaving 520 units. 125 of the development's original tenants were relocated on the site to new units. In order to change the overall look of the 32 acre site, the buildings were clustered and divided into seven separate villages. Each village has a distinct exterior color treatment. Extensive landscaping was also done. Jogging trails and landscaped courtyards were put in to connect each cluster. Grade elevations were changed. The interiors of all the apartments were shelled and built brand new.
The Englewood Dorchester, MA	103	$ 6,400,000	This project required the utilization of a comprehensive structural steel support system that was carefully designed to span the MBTA subway tunnel without adding stress or burden to the underground subway. A specially engineered vibration control padding was also installed within and around concrete footings, piers, and walls, to insure a safe and quiet building under which trains pass.
Savin Hill Apartments Dorchester, MA	132	$ 6,300,000	This project involved the substantial rehabilitation of a building that had been a former A & P warehouse and subsequently, a raincoat manufacturing facility. The central cor "notched" out of both the northerly and southerly sides of the building. Cutting into the building made room for more units, allowed for more light exposure, eliminated the wasted core, and provided lovely courtyard areas for the resident to enjoy.
Squamscott View Apts. Exeter, NH	85	$ 4,300,000	Site problems such as bad soil conditions, methane gas presence, and poor sewerage were remedied by CMJ Construction's use of deep foundation pilings for support, trenches with special piping to vent methane gases safely, and a special sewer pipe with protective sleeves to facilitate repair or cleaning that would become necessary.

CHART 2C

CONTRACTOR'S OTHER DEVELOPMENTS

DEVELOPMENTS	LOCATION	TYPE CONSTRUCTION	TYPE STRUCTURE	UNITS/SQ.FT.	VALUE	ADDITIONAL INFORMATION
The Hill at Furnance Brook	Quincy, MA	High Rise	Masonry	39	$1,500,000	Partially completed building -- bank called us in to complete
Kendon/ Miller Building	Quincy, MA	Interior Rehab Commercial	Masonry	18,000 sq.ft.	$600,000	Conventional mortgage
Sea Pines	Brewster, MA	Condominiums	Duplexes Single, detached	151	$10,200,000	Condominiums sold to individuals
Pine Tree Brook Homes Built for non-profit organization	Milton, MA	Condominiums	Wood Frame	28	$1,500,000	Condominiums sold to individuals
Milton Academy Faculty Housing	Milton, MA	Townhouses	Wood Frame	9	$600,000	Turnkey

CHART 2C-2

CONTRACTOR'S OTHER DEVELOPMENTS

DEVELOPMENTS	LOCATION	TYPE CONSTRUCTION	TYPE STRUCTURE	UNITS/SQ.FT.	VALUE	
Millbrook Square Apartments	Arlington, MA	Midrise	Masonry	146	$8,000,000	
Riddlebrook Apartments	Douglas, MA	Garden Style	Wood frame	41	$1,700,000	
Ramblewood Apartments	Holbrook, MA	Garden Townhouse	Wood frame	170	$9,000,000	
Ocean Edge Condominiums	Brewster, MA	Townhouse	Wood frame	45	$3,500,000	

CHART 3C

PROJECTS PENDING/UNDER CONSTRUCTION

Development	Units	Value	Description
The Village at Fawcetts Pond Hyannis, MA	100	$ 5,500,000	New construction-elderly development wood frame construction Completion date 1983
Quaker Meadows Lynn, MA	104	$ 5,500,000	Rehabilitation underway of two public housing projects Demolition, cutting of buildings for better site planning Building of completely new buildings. Relocation of existing residents into new units when project is completed. Completion date- Summer 1983
Lake in the Woods Landsdowne, MD.	302	$ 3,000,000	Pending rehabilitation of moderate garden style apartments Construction start 1982
Fieldstone Hall Brewster, MA.	90 room conference center	$ 9,000,000	Pending rehabilitation of existing mansion and carriage house into villas, restaurant, lounge and fitness center. Construction of 90 suite hotel with common areas. Construction start 1983

AFFIRMATIVE ACTION

CMJ Construction Corporation has demonstrated a commitment to Equal Opportunity in hiring. The Company works with the State Office of Minority Business Enterprises, Contractors Association of Boston (SOMB), Nelson, Peters and Associates and the MHFA Opportunity staff to locate qualified minority subcontractors and suppliers for all of its jobs. The Company also makes outreach to place minorities on its own payroll on every job.

In addition, on developments such as Villages at Montpelier and Quaker Meadows where existing tenants groups and residents are on site, CMJ Construction has repeatedly hired people from these sites to work on construction. CMJ Construction has also arranged with its subcontractors to hire existing site people.

As General Contractor for this development, CMJ Construction Corporation will closely monitor all subcontractors' compliance with women and minority percentage requirements. This effort will help assure that women and minorities are represented on the job site and that our goals for equal opportunity are met by both CMJ and the subcontractors.

CMJ Construction Corporation will also actively work with BHA and the Columbia Point Tenants Association to identify construction jobs for tenants under the contract. At King's Lynne, the Company was successful in providing employment opportunities for tenants. We have a similar program for the construction phase at the Quaker Meadows project which is currently under construction.

CMJ CONSTRUCTION CORP.

EQUAL OPPORTUNITY ACCOMPLISHMENTS

I. Percentage of Minority Employees
CMJ Payroll

	MINORITY	FEMALE
HOLBROOK APTS.: CMJ Construction Corp.	15%	2%
PEABODY SQ.: CMJ Construction Corp.	28%	8%
MILLBROOK SQ.: CMJ Construction Corp.	28%	9%

II. Percentage of Minority Employees
Subcontractors Payrolls

HOLBROOK APTS.: PROJECT TOTALS	18%	2%
PEABODY SQ.: PROJECT TOTALS	19%	2%
MILLBROOK SQ.: PROJECT TOTALS	15%	4%
SAVIN HILL: PROJECT TOTALS	17%	1%

ARCHITECT QUALIFICATIONS

Goody, Clancy and Associates, Inc.

GOODY, CLANCY & ASSOCIATES, INC., ARCHITECTS
334 BOYLSTON STREET BOSTON MASSACHUSETTS 02116 (617) 262-2760

GC & A

Columbia Point's Penisula Revitalization Project

For Letter of Interest

Goody, Clancy & Associates is uniquely qualified to be the architects for Columbia Point's Peninsula Revitalization project because of a long time commitment to and experience with new and renovated housing for families of all income levels. GC&A's recent projects include such examples as Wood Ridge Homes, 230 new townhouse units (1-4 bedrooms) for families with low, moderate and market rate incomes, and the renovation of almost 700 units of low income housing for the West Broadway Housing Project. The firm has also designed and understands the market requirements of luxury housing (for projects in Steamboat Springs, Colorado and Brookline Massachusetts); as well as the needs of subsidized housing for both the elderly and families throughout the city and state.

GC&A has long been interested in Columbia Point, having been selected as architect for the University of Massachusetts Administration Building in 1968. Ten years later the firm worked with CMJ to produce a proposal for this project at Columbia Point. GC&A is familiar with the area, its residents, its basic pattern, housing stock, utilities and amenities. They are experienced in housing of all types and in particular the renovation of similar concrete frame/brick veneer buildings currently being rehabilitated at West Broadway.

Working with tenant and community groups, and local authorities, has been the key to Goody, Clancy & Associates success in similar projects and they would maintain a close working relationship with the groups involved in the Columbia Point Revitalization Program.

GOODY, CLANCY & ASSOCIATES, INC., ARCHITECTS

SUMMARY OF EXPERIENCE AND QUALIFICATIONS

Goody, Clancy & Associates, Inc. is a nationally known architectural firm located in Boston. The firm was established over 25 years ago by Marvin E. Goody, and has grown to a staff of over forty. A wide range of in-house expertise has been developed in such areas as Housing, Education, Health and Research by a professional team of registered architects, and a skilled technical staff. GC&A's experience over the years has encompassed new design, as well as reuse and revitalization of many older and historic structures. Careful attention is given to such important details as the social and environmental impact new and reconstructed buildings have on their neighbors, and the community around them. The total design is developed with the client team to ensure results which are suited to the needs of the users, as well as innovative, imaginative, and cost efficient.

Every project undertaken at GC&A is under the direct supervison of a principal, overseeing both project design and management, from inception to completion. For the Columbia Point Peninsula Project, Joan E. Goody, AIA, would be Principal-in-Charge. Mrs Goody will bring to the client team her many years of experience in all types of complex housing projects; including master planning, site planning, and design of whole new communities - involving both renovations and new construction.

Clients are actively involved with Goody, Clancy & Associates from the earliest possible stage and become an integral part of the design team throughout the project. The Principal-in-Charge works closely with user and community groups concerned with the project during the very beginning to ensure that their input is heard and recognized.

Community participation, for example, played an important part in the successful development of Heaton Court, Housing for the Elderly in Stockbridge, Massachusetts, which was awarded a National AIA Honor Award. As many as ten groups were most active throughout the design and construction process of Heaton Court, including, the local Housing Authority, the Board of Selectmen, and the Planning Board. As well, throughout the West Broadway Comprehensive Renewal Program, an outstanding relationship has been developed between the Boston Housing Authority (in cooperation with the Mass. Dept. of Community Affairs), and the West Broadway Task Force.

GC&A has a national reputation for sensitively designed, and socially oriented, housing projects for which the firm has received many National, Regional and Local awards. During the past year, GC&A completed over 500 units of housing including 230 one, two, three and four-bedroom townhouse apartments in North Andover, Massachusetts which were recently awarded a Boston Society of Architects Award for Excellence in Housing and Neighborhood Facilities. A unique project, cooperatively owned by the families, Wood Ridge Homes is made up of a mix of low-income, middle-income, and market-rate units. Currently, the firm is recyling a group of hospital buildings into housings units of various sizes. This project, the Boston Hospital for Women, is a complex of several buildings, some of historic significance designated on the National Historic Register. It includes the reuse of interior space for new apartments, as well as restoring exteriors and adding new townhouses to create a new residential community.

Recycling buildings has been one of the firm's specialties since the early 1960's; making GC&A among the forerunners in reuse and rehabilitation. Rehabilitation projects include converting a commercial structure into a Center for Advanced Visual Studies, and an industrial building into the Center for Cancer Research, both at MIT. At Simmons College, 300 The Fenway, GC&A took an academic building and turned under-used, outdated space into new lounges, dining rooms, and terraces.

GC&A's scope of services begins with feasibility studies, and is carried through completion of construction and post occupancy evaluation. Cost analysis and estimates are continually updated throughout the design process to ensure cost effective, quality design in the construction stage. We have worked closely with contractors, developers, and real estate management firms to develop the most efficient and beneficial results.

Goody, Clancy & Associates' reputation as outstanding architects is based not only on awards over the years from the American Institute of Architects, the New England Regional Council, and the Boston Society of Architects, but also from users and clients who have clearly demonstrated that they are satisfied and proud of the combined efforts which have produced successful buildings.

SELECTED PROJECT EXPERIENCE

The following is a list of Goody, Clancy & Associates' related projects:

Housing Projects

West Broadway Renewal Program - Located on 28 acres in South Boston, this public housing project, one of the largest in New England, consisted of 27 identical 3-story, walk-up buildings arranged on a super block - with no thru traffic. Over the years, poor maintenance, racial stife, and deficiencies in the original design lead to partial abandonment of the project which now houses only 675 families. Vacant buildings and apartments were badly vandalized, leading to a cycle of decline in the project and its neighborhood.

The design team was responsible for developing an acceptable program, design, construction and relocation strategy, and management structure for the project. The team was guided by a simple directive: to make the project liveable and secure, and to ensure that all tenants remained on the site throughout the renewal effort. The Urban Design Plan was accepted by all parties. Architectural work on Phase 1 has been completed, and construction will begin in the spring.

Heaton Court Housing -Over 50 units of housing were subsidized by the Department of Community Affairs of Massachusetts. Located in Stockbridge, Massachusetts, directly in the center of town, it was closely monitored by as many as ten local and civic groups, as well as the Housing Authority and the DCA. It has been cited as an example of how subsidized housing "should be done," and has received a National AIA Honor Award - the highest award for design excellence in the nation - a New England Regional Award; and a Boston Society of Architects award.

Wood Ridge Cooperative Homes - These 230 units of one, two, three and four-bedroom townhouse apartments in North Andover Massachusetts are a mix of low, moderate income, and market rate units. They are cooperatively owned by the families and were funded by the Massachusetts Housing Finance Agency, and developed by the Archiocese of Boston, Planning Office for Urban Affairs. The project provides low and middle income families with opportunity to purchase their own apartment in the suburbs, and its development has taken many years of involvement with the community.

Heritage Gardens, Housing & Community Center - The winner of the first statewide competition sponsored by the Department of Community Affiars of Massachusetts, Heritage Gardens provides 100 units of subsidized housing for the low income elderly, as well as a 3-story community building to serve as a town wide facility. This project in Winthrop, Massachusetts has also won several awards for both design and neighborhood facilities. A mall plan allows the project to open into the community, while providing the residents with maximum views of those entering and leaving the building.

Hyde Park Housing for the Elderly -Located on a tight urban site, these 100 units of subsidized housing for the Boston Housing Authority have been designed to blend in with one and two family homes in the neighborhood. Community groups involved included the I.95 committee as well as immediate neighbors. A community building at one end of the project serves residents as well as others in the area.

Bridgwater State College Student Apartments - This housing for the Mass. State College Building Authority began with a feasibility study for the rehabilitation of several existing dormitories as well as the construction of new student housing. The project was staged over three years: Phase I renovations were completed in 1976; Phase II renovations finished in 1977; and Phase III consisting of new duplex apartments housing 300 students was occupied in September 1978.

Watertown Arsenal Redevelopment Plan -- This redevelopment proposal was made to the Watertown Redevelopment Authority with CMJ for reuse of an Arsenal built for the United States Army, and consisted of a five part residential development of apartments, elderly housing, an art center complex and supporting facilities. The first part of the redevelopment used an existing historic 19th century quadrangle. Three hundred apartments were to be provided in Phase II; and a former mortar shell building was to be rehabilited in Phase III.

Form 255

GOODY, CLANCY & ASSOCIATES, INC., ARCHITECTS

334 BOYLSTON STREET BOSTON, MASSACHUSETTS 02116 (617) 262-2760

OMB Approval No. 29-RO235

STANDARD FORM (SF)
255
Architect-Engineer Related Services for Specific Project

1. Project Name / Location for which Firm is Filing:

DEVELOPMENT OF PHASE II
COLUMBIA POINT
PENINSULA REVITALIZATION AREA

2a. ***Commerce Business Daily*** Announcement Date, if any:

2b. Agency Identification Number, if any:

3. Firm (or Joint-Venture) Name & Address

GOODY, CLANCY & ASSOCIATES, INC.
334 Boylston Street
Boston, MA 02116

3a. Name, Title & Telephone Number of Principal to Contact

Joan E. Goody, AIA, Principal

3b. Address of office to perform work, if different from Item 3

4. Personnel by Discipline:

7 Administrative
14 Architects
___ Chemical Engineers
___ Civil Engineers
4 Construction Inspectors
19 Draftsmen
___ Ecologists
___ Economists
___ Electrical Engineers
___ Estimators
___ Geologists
___ Hydrologists
(7) Interior Designers
___ Landscape Architects
(1) Mechanical Engineers
___ Mining Engineers
___ Oceanographers
(1) Planners: Urban/Regional
___ Sanitary Engineers
___ Soils Engineers
___ Specification Writers
___ Structural Engineers
___ Surveyors
___ Transportation Engineers

Architects:
(7) Interior Designers
(1) Mechanical Engineer
(1) Urban Planner
44 Total Personnel

5. If submittal is by Joint-Venture list participating firms and outline specific areas of responsibility (including administrative, technical and financial) for each firm:
(Attach SF 254 for each if not on file with Procuring Office.)

previously worked together? ☐ yes ☐ no

6. Outside Key Consultants/Associates Anticipated for this Project (Attach SF 254 for Consultants/Associates Listed, if not already of file with the Procuring Office)

TO BE SELECTED Name & Address	Specialty	Worked with Prime before (Yes or No)
1)		
2)		
3)		
4)		
5)		
6)		
7)		
8)		

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a Name & Title:

Joan E. Goody, AIA, Principal

b. Project Assignment.

Principal-In-Charge

c. Name of Firm with which associated:

Goody, Clancy & Associates, Inc.

d. Years experience. With This Firm 19 With Other Firms –

e. Education Degree(s) / Year / Specialization

M.Arch.	Harvard University	1960
B.Arts	Cornell University	1956

f. Active Registration Year First Registered/Discipline

1963 Architecture Massachusetts

g Other Experience and Qualifications relevant to the proposed project

Joan Goody has been the Principal-In-Charge of many complex housing projects, including master planning, site planning, and design of whole new communities. She has also been in charge of renovations to various housing projects such as the rehabilitation of housing at Bridgewater State College. Under her guidance, GC&A has won both local and national housing awards.

Mrs. Goody has worked most effectively with tenant groups and neighborhood associations. She is in charge of the redevelopment and renovation of a distressed public housing project which will consist of 675 totally renovated, new units.

a Name & Title:

Ralph H. Tolbert, Architect

b. Project Assignment:

Project Architect

c. Name of Firm with which associated

Goody, Clancy & Associates, Inc.

d. Years experience. With This Firm 5 With Other Firms 20

e Education Degree(s) / Years / Specialization

M.Arch.	Mass. Institute of Technology	1965
B.Arch.	Mass. Institute of Technology	1962
B.S.	Georgia Tech, Architecture	1957

f Active Registration: Year First Registered/Discipline

1967 Architecture Massachusetts 2290

g Other Experience and Qualifications relevant to the proposed project.

Mr. Tolbert has over 20 years of experience as project manager, project architect and designer. Included in his projects have been several large housing projects such as 200 units for a residential development in Medford, MA. He was also the Directorate of Engineering for two years at Westover, AFB, where his duties included monitoring and supervision of design and construction of family housing at eight AF bases from Newfoundland to Florida. At GC&A he has been the Project Architect for Bridgewater State new student apartments. With Joan Goody he has been responsible for the rehabilitation and development of 675 new housing units at West Broadway.

Goody, Clancy & Associates, Inc.

8. Work by Firm or Joint Venture Members **which Best Illustrates Current Qualifications Relevant to this Project** (List not more than 10 Projects)

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Owner's Name & Address	d. Completion Date (actual or estimated)	e. Estimated Cost (in thousands)	
				Entire Project	Work for which Firm was/is responsible
WEST BROADWAY HOUSING RENOVATION & REHABILITATION So. Boston, MA	Prime Contractor Architectural Services	Boston Housing Authority 52 Chauncy Street Boston, MA 02111	1982-1985 (Phased)	$22.M	$22.M
WOODBRIDGE HOMES AND COMMUNITY BUILDING No. Andover, MA	Prime Contractor Architectural Services	Archdiocese of Boston Planning Office for Urban Affairs, Boston, MA	1980	$7.5M	$7.5M
THE VILLAGE AT FAWCETTS POND Hyannis, MA	Prime Contractor Architectural Services	Corcoran, Mullins Jennison, Inc. 1776 Heritage Ave. Quincy, MA 02171	1983	$3.4M	$3.4M
SUMMER ST. HOUSING Hyde Park, MA	Prime Contractor Architectural Services	Boston Housing Authority 52 Chauncy Street Boston, MA 02111	1981	$3.5M	$3.5M
HEATON COURT HOUSING AND COMMUNITY BUILDING Stockbridge, MA	Prime Contractor Architectural Services	Stockbridge Housing Authority Stockbridge, MA	1979	$1.3M	$1.3M
HERITAGE GARDENS HOUSING AND COMMUNITY BUILDING Winthrop, MA	Prime Contractor Architectural Services	Winthrop Housing Authority Winthrop, MA	1977	$2.2M	$2.2M
NEW AND REHABILITATED COLLEGE HOUSING Bridgewater, MA	Prime Contractor Architectural Services	Mass. State College Building Authority Boston, MA	1976-1978 (Phased)	$5M	$5M
RENOVATED AND NEW FAMILY HOUSING Brookline, MA	Prime Contractor Architectural Services	The Parkway Development Co., Inc. 306 Dartmouth St. Boston, MA 02116	1985	$12M	$12M
TRANSPORTATION OFFICE BUILDING FIRST FLOOR RETAIL Boston, MA	Prime Contractor Architectural Services	Executive Office & Trans. & Construction Commonwealth of Mass. Boston, MA	1983	$71M	$71M
WASHINGTON ST. COMMERCIAL BLOCK Roxbury, MA		Mrs. Josephine Hally Roxbury, MA	1970	$.5M	$.5M

9 All work by firms or Joint Venture members **currently being performed directly for Federal agencies**

a Project Name & Location	b Nature of Firm's Responsibility	c. Agency (Responsible Office) Name & Address	d. Percent complete	e. Estimated Cost (In Thousands)	
				Entire Project	Work for which firm is responsible
NO CURRENT FEDERAL WORK.					

10 Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project

SUMMARY OF EXPERIENCE AND QUALIFICATIONS

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11. The foregoing is a statement of facts

Signature: Joan E. Goody

Typed Name and Title: Joan E. Goody, AIA
Goody, Clancy & Associates, Inc.

Date: 13 Oct. 1982

Form 254

GOODY, CLANCY & ASSOCIATES, INC., ARCHITECTS
334 BOYLSTON STREET BOSTON, MASSACHUSETTS 02116 (617) 262-2760

OMB Approval No. 29-RO234

STANDARD FORM (SF) 254
Architect-Engineer and Related Services Questionnaire

1. Firm Name / Business Address:

GOODY, CLANCY & ASSOCIATES, INC.
334 Boylston Street
Boston, Massachusetts

1a. Submittal is for ☒ Parent Company ☐ Branch Office

2. Year Present Firm Established: 1954

3. Date Prepared: 8/31/82

4. Type of Ownership:

4a. Minority Owned ☐ yes ☒ no *

5. Name of Parent Company, if any:

5a. Former Firm Name(s), if any, and Year(s) Established:
Hamilton & Goody - 1954
Hamilton, Goody & Clancy - 1959
Marvin E. Goody, John M. Clancy - 1962

*Small Business and Female Principal, 40% Owner

6. Names of not more than Two Principals to Contact: Title / Telephone

1) JOHN M. CLANCY, FAIA, President (617) 262-2760
2) JOAN E. GOODY, AIA, Vice President (617) 262-2760

7. Present Offices: City / State / Telephone / No. Personnel Each Office

334 Boylston Street
Boston, MA 02116

Telephone: (617) 262-2760

No. Personnel: 40

8 Carver Street
Boston, MA 02116

Telephone: (617) 482-5711

No. Personnel: 7

7a. Total Personnel 47

8. Personnel by Discipline:

7 Administrative
14 Architects
___ Chemical Engineers
___ Civil Engineers
4 Construction Inspectors
22 Draftsmen
___ Ecologists
___ Economists
___ Electrical Engineers
___ Estimators
___ Geologists
___ Hydrologists
(7) Interior Designers
___ Landscape Architects
(1) Mechanical Engineers
___ Mining Engineers
___ Oceanographers
(1) Planners: Urban/Regional
___ Sanitary Engineers
___ Soils Engineers
___ Specification Writers
___ Structural Engineers
___ Surveyors
___ Transportation Engineers

Also Architects:
(7) Interior Designers
(1) Mechancial Engineer
(1) Urban Planner

9. Summary of Professional Services Fees Received: (insert index number)

Last 5 Years (most recent year first)

	1981	1980	1979	1978	1977
Direct Federal contract work, including overseas	1	1			
All other domestic work	6	6	6	5	4
All other foreign work*					

Ranges of Professional Services Fees
INDEX
1. Less than $100,000
2. $100,000 to $250,000
3. $250,000 to $500,000
4. $500,000 to $1 million
5. $1 million to $2 million

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 008	3	206	11) 047	3	1,022	21) 078	3	931
2) 010	5	672	12) 048	2	350	22) 079	17	100
3) 015	1	2	13) 050	12	3,337	23) 087	1	1,800
4) 019	3	60	14) 052	2	707	24) 088	1	60
5) 027	2	307	15) 055	3	1,264	25) 089	17	4,261
6) 029	4	1,167	16) 058	12	2,270	26) 100	7	700
7) 035	1	204	17) 059	8	100	27) 109	1	1,800
8) 039	2	1,000	18) 060	3	223	28) 110	1	904
9) 041	9	100	19) 066	1	2	29) 032	1	50
10) 045	1	65	20) 072	2	4,596	30) 201	10	781

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completi Date (Actual o Estimate
008	P	1 RADCLIFFE RENOVATIONS Radcliffe College Cambridge, Massachusetts	Radcliffe College Radcliffe Yard Cambridge, Massachusetts	1,100	1982
010	P	2 VISTING OFFICER'S QUARTERS Hanscom Air Force Base Massachusetts	U.S. Air Force Hanscom Air Force Base Massachusetts (01731)	1,000	1981
015	P	3 REVIEW OF TECHNICAL MANUAL ON SYSTEMS BUILDINGS FOR US ARMY Construction Engineering Research Lab, Champaign, IL	US Army Constr Eng. Research Lab Insterstate Research Park Newmark Drive, PO Box 4005 Champaign, IL 61820	N/A	1980
019	P	4 COMPUTER FACILITIES Transportation Building Boston, Massachusetts	Division of Capital Planning & Operations One Ashburton Place Boston, Massachusetts 02108	1,250	1983
027	P	5 DINING COMMONS Simmons College Boston, Massachusetts	Simmons College 300 The Fenway Boston, Massachusetts 02115	2,500	1977
029	P	6 ATWATER KENT LABORATORY Worcester Polytechnic Institute Worcester, Massachusetts	Worcester Polytechnic Institute Worcester, Massachusetts 01609	2,600	1981
032	P	7 ENERGY CONVSERVATION State Transportation Building	Division of Capital Planning & Operations	71,000	1983

Experience Profile Code Numbers
for use with questions 10 and 11

001 Acoustics; Noise Abatement
002 Aerial Photogrammetry
003 Agricultural Development; Grain Storage; Farm Mechanization
004 Air Pollution Control
005 Airports; Navaids; Airport Lighting; Aircraft Fueling
006 Airports; Terminals & Hangars; Freight Handling
007 Arctic Facilities
008 Auditoriums & Theatres
009 Automation; Controls; Instrumentation
010 Barracks; Dormitories
011 Bridges
012 Cemeteries *(Planning & Relocation)*
013 Chemical Processing & Storage
014 Churches; Chapels
015 Codes; Standards; Ordinances
016 Cold Storage; Refrigeration; Fast Freeze
017 Commercial Buildings *(low rise)*; Shopping Centers
018 Communications Systems; TV; Microwave
019 Computer Facilities; Computer Service
020 Conservation and Resource Management
021 Construction Management
022 Corrosion Control; Cathodic Protection; Electrolysis
023 Cost Estimating
024 Dams *(Concrete; Arch)*
025 Dams *(Earth; Rock)*; Dikes; Levees
026 Desalinization *(Process & Facilities)*
027 Dining Halls; Clubs; Restaurants
028 Ecological & Archeological Investigations
029 Educational Facilities; Classrooms
030 Electronics
031 Elevators; Escalators; People-Movers
032 Energy Conservation; New Energy Sources
033 Environmental Impact Studies, Assessments or Statements
034 Fallout Shelters; Blast-Resistant Design
035 Field Houses; Gyms; Stadiums
036 Fire Protection
037 Fisheries; Fish Ladders
038 Forestry & Forest Products
039 Garages; Vehicle Maintenance Facilities; Parking Decks
041 Graphic Design
042 Harbors; Jetties; Piers; Ship Terminal Facilities
043 Heating; Ventilating; Air Conditioning
044 Health Systems Planning
045 Highrise; Air-Rights-Type Buildings
046 Highways; Streets; Airfield Paving; Parking Lots
047 Historical Preservation
048 Hospitals & Medical Facilities
049 Hotels; Motels
050 Housing *(Residential, Multi-Family; Apartments; Condominiums)*
051 Hydraulics & Pneumatics
052 Industrial Buildings; Manufacturing Plants
053 Industrial Processes; Quality Control
054 Industrial Waste Treatment
055 Interior Design; Space Planning
056 Irrigation; Drainage
057 Judicial and Courtroom Facilities
058 Laboratories; Medical Research Facilities
059 Landscape Architecture
060 Libraries; Museums; Galleries
061 Lighting *(Interiors; Display; Theatre, Etc.)*
062 Lighting *(Exteriors; Streets; Memorials; Athletic Fields, Etc.)*
063 Materials Handling Systems; Conveyors; Sorters
064 Metallurgy
065 Microclimatology; Tropical Engineering
066 Military Design Standards
067 Mining & Mineralogy
068 Missile Facilities *(Silos; Fuels; Transport)*
069 Modular Systems Design; Pre-Fabricated Structures or Components
070 Naval Architecture; Off-Shore Platforms
071 Nuclear Facilities; Nuclear Shielding
072 Office Buildings; Industrial Parks
073 Oceanographic Engineering
074 Ordnance; Munitions; Special Weapons
075 Petroleum Exploration; Refining
076 Petroleum and Fuel *(Storage and Distribution)*
077 Pipelines *(Cross-Country—Liquid & Gas)*
078 Planning *(Community, Regional, Areawide and State)*
079 Planning *(Site, Installation, and Project)*
080 Plumbing & Piping Design
081 Pneumatic Structures; Air-Support
083 Power Generation, Transmission, Distribution
084 Prisons & Correctional Facilities
085 Product, Machine & Equipment Design
086 Radar; Sonar; Radio & Radar Telescopes
087 Railroad; Rapid Transit
088 Recreation Facilities *(Parks, Marinas, Etc.)*
089 Rehabilitation *(Buildings; Structures; Facilities)*
090 Resource Recovery; Recycling
091 Radio Frequency Systems & Shieldings
092 Rivers; Canals; Waterways; Flood Control
093 Safety Engineering; Accident Studies; OSHA Studies
094 Security Systems; Intruder & Smoke Detection
095 Seismic Designs & Studies
096 Sewage Collection, Treatment and Disposal
097 Soils & Geologic Studies; Foundations
098 Solar Energy Utilization
099 Solid Wastes; Incineration; Land Fill
100 Special Environments; Clean Rooms, Etc.
101 Structural Design; Special Structures
102 Surveying; Platting; Mapping; Flood Plain Studies
103 Swimming Pools
104 Storm Water Handling & Facilities
105 Telephone Systems *(Rural; Mobile; Intercom, Etc.)*
106 Testing & Inspection Services
107 Traffic & Transportation Engineering
108 Towers *(Self-Supporting & Guyed Systems)*
109 Tunnels & Subways
110 Urban Renewal; Community Development
111 Utilities *(Gas & Steam)*
112 Value Analysis; Life-Cycle Costing
113 Warehouses & Depots
114 Water Resources; Hydrology; Ground Water
115 Water Supply, Treatment and Distribution
116 Wind Tunnels; Research/Testing Facilities Design
117 Zoning; Land Use Studies
201 Feasibility Studies
202 ____________________
203 ____________________
204 ____________________

039	P	[8] BELOW GRADE PARKING/ MAINTENANCE FACILITY State Transportation Building	Commonwealth of Massachusetts c/o Bureau of Bldg. Construction Boston, MA 02108	10,000	1983
041	P	[9] GRAPHICS DESIGN Davis Square Subway Station Somerville, MA 02144	Mass Bay Transportation Authority 50 High Street Boston, MA 02110	200	1983
045	P	[10] TURNPIKE AIR RIGHTS FEASIBILITY STUDY Copley Square, Boston, MA 02116	Commonwealth of Massachusetts c/o Dept. of Trans. & Const. Boston, MA 02108	N/A	1975
047	P	[11] ADAPTIVE REUSE OF WOMEN'S FREE HOSPITAL (Registered Historical Landmark) Brookline, MA	Raymond Cattle Company 306 Dartmouth Street Boston, MA 02116	7,000	1983
048	P	[12] THE MEMORIAL HOSPITAL North Conway, New Hampshire	The Memorial Hospital North Conway, New Hampshire	2,600	1976
050	P	[13] NORTH ANDOVER HOMES Waverly Road North Andover, MA	Archdiocese of Boston Planning Office for Urban Affairs 25 Union St., Boston, MA 02108	9,000	1980
050	P	[14] HILLSIDE STUDENT APARTMENTS Tufts University Medford, MA 02155	Tufts University 520 Boston Avenue Medford, MA 02155	2,810	1980
052	P	[15] BIOTECHNICAL PRODUCTION FACILITIES Cambridge, Massachusetts	Arthur D. Little, Inc. 20 Acorn Park Cambridge, MA 02140	3,500	1979-1981 (Phased)
058	P	[16] CENTER FOR CANCER RESEARCH Mass. Institute of Technology Cambridge, MA 02142	Mass. Institute of Technology 50 Ames Street Cambridge, MA 02142	4,500	1975
058	P	17 LABORATORY FACILITIES Angenics Inc. Cambridge, MA	Angenics Inc. 100 Inman Street Cambridge, MA 02139	1,000	1981-1982
059	P	[18] HEATON COURT HOUSING FOR THE ELDERLY Stockbridge, MA	Stockbridge Housing Authority Main Street Stockbridge, MA 01262	1,368	1978
060	P	[19] TRANSPORTATION LIBRARY & EXHIBITION SPACE	Commonwealth of Massachusetts c/o Bureau of Bldg. Construction	2,000	1983

072	P	TRANSPORTATION OFFICE BUILDING Park Plaza Boston, MA 02116	Commonwealth of Massachusetts c/o Bureau of Building Const. Boston, MA 02108	71,000	1983
078	P	[21] COLUMBIA POINT HOUSING STUDY Boston Housing Authority Boston, MA	Corcoran, Mullins, Jennison, Inc. 1776 Heritage Avenue Quincy, MA 02171	N/A	N/A
079	P	[22] NORTH ANDOVER HOMES Waverly Road North Andover, MA	Archdiocese of Boston Planning Office for Urban Affairs 25 Union St., Boston, MA 02108	9,000	1980
087	P	[23] DAVIS SQUARE SUBWAY STATION Somerville, MA	Mass Bay Transportation Authority 50 High Street Boston, MA	30,000	1983
088	P	[24] COMMUNITY RECREATIONAL CENTER North Andover Homes North Andover, MA	Archdiocese of Boston Planning Office for Urban Affairs 25 Union St., Boston, MA 02108	500	1980
089	P	[25] RENOVATIONS OF LIFE SCIENCES FACILITIES FOR ARTHUR D. LITTLE Cambridge, MA	Arthur D. Little, Inc. 20 Acorn Park Cambridge, MA 02140	3,500	1979 - 1981 (Phased)
089	P	[26] REHABILITATION OF INDUSTRIAL BUILDING TO CENTER FOR CANCER RESEARCH, MIT, Cambridge, MA	Mass. Institute of Technology 50 Ames Street Cambridge, MA 02139	4,500	1975 - 1977
100	P	[27] ANIMAL CARE FACILITY LABORATORY Mass. Institute of Technology Cambridge, MA	Mass. Institute of Technology 50 Ames Street Cambridge, MA 02139	1,250	1977
109	P	[28] DAVIS SQUARE SUBWAY STATION Mass. Bay Transportation Authority Somerville, MA	Mass. Bay Transportation Authority 50 High Street Boston, MA	30,000	1983
110	P	[29] TENT CITY HOUSING South End Boston, MA	The Tent City Corporation 645 Boylston Street Boston, MA 02116	13,500	N/A
112	P	[30] STATE TRANSPORTATION BUILDING Boston, Massachusetts	Commonwealth of Massachusetts c/o Bureau of Building Const. Boston, MA 02108	71,000	1983

12 The foregoing is a statement of facts

Date: 8/31/82

Relevant Projects

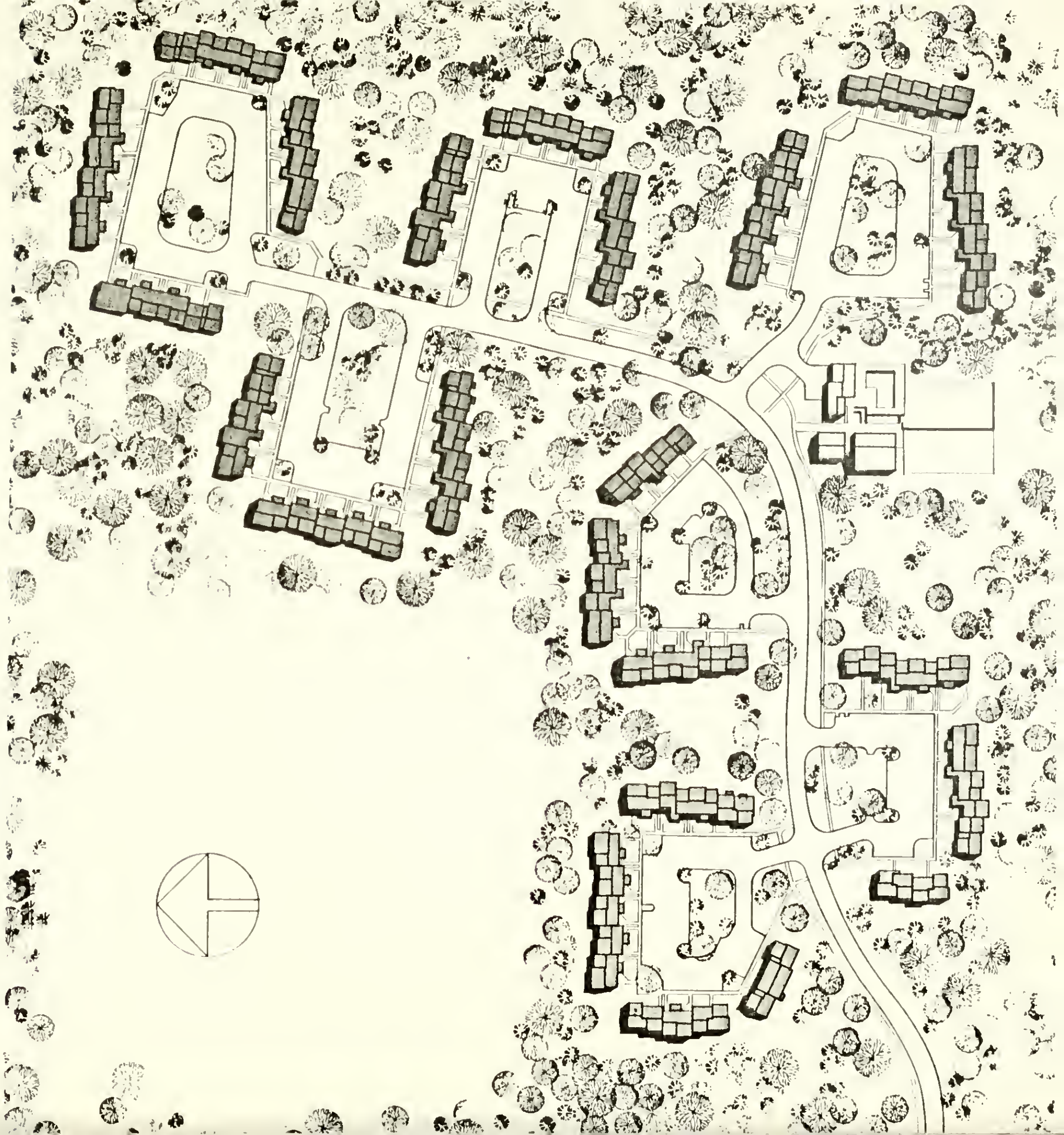
Wood Ridge Homes
North Andover
Massachusetts

This award-winning housing community in North Andover, Massachusetts is made up of 230 townhouse-type units, arranged in seven clusters on a 31 acre sloping, wooded site. Natural woodland has been carefully preserved around each cluster, with more active terraces on the entry side, and passive, more private terraces to the rear.

The design gives special attention to providing the benefits of single family homes, in keeping with the Archdiocese of Boston, Planning Office for Urban Affairs' unique program to provide home ownership on a cooperative basis to mixed income families. No distinction is made between subsidized and market-rate units and they have been purposely mixed in each cluster to allow social interaction between families, couples and single occupants in all income ranges.

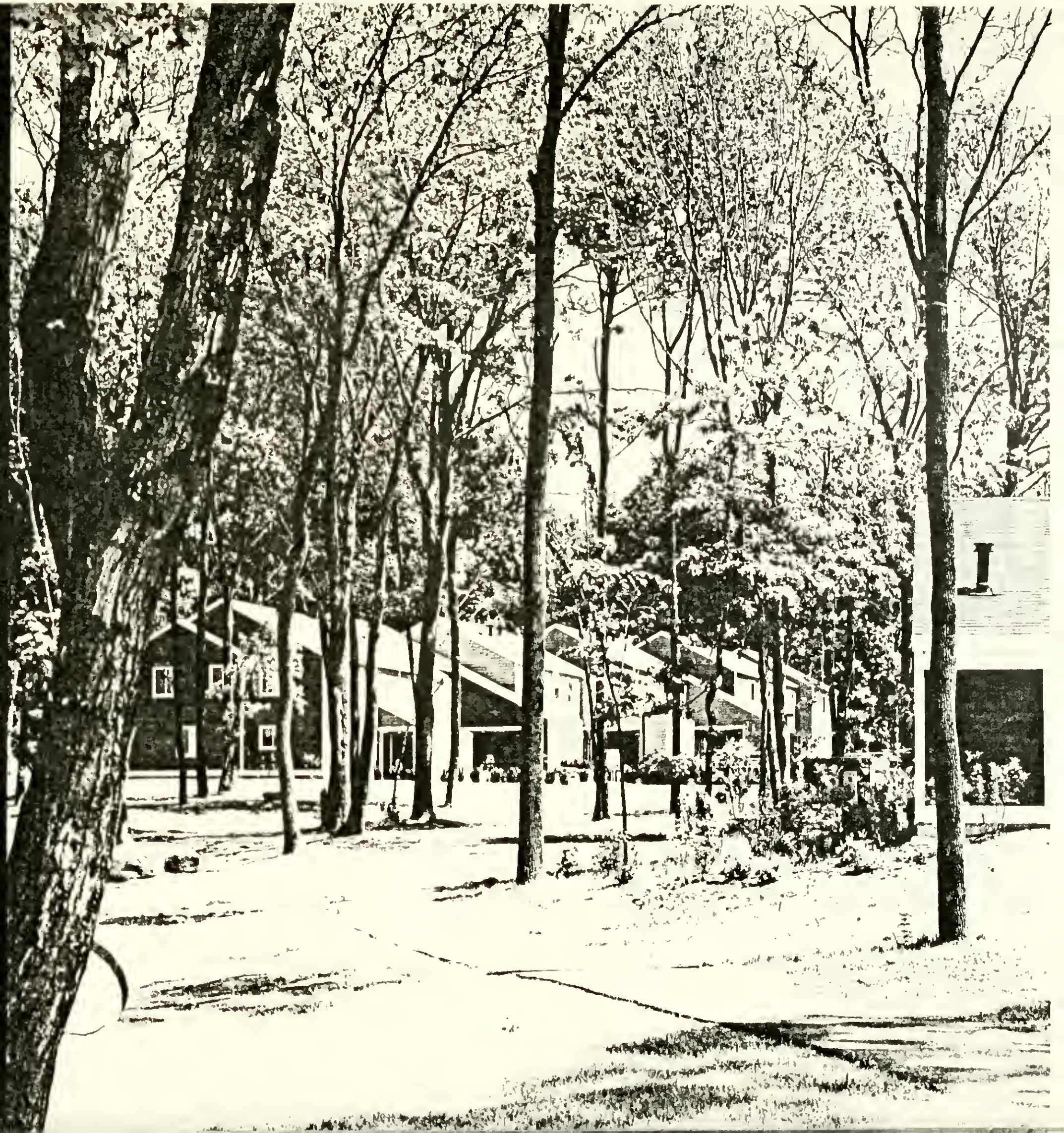
A vital part of the overall program is the community facilities which have been centrally located on the site containing: community building and management offices, swimming pool, basketball court, tennis courts, and playground. At any given time, large and small groups gather in the community building for such activities as children's day care, arts and crafts, social events and weekly cluster meetings.

Pitched roofs, stained cedar clapboard siding, and white wood trim were chosen as the basic vocabulary to recall traditional New England Housing construction; to better integrate Wood Ridge with the surrounding neighborhood, and yet to relate to the naturally wooded site.

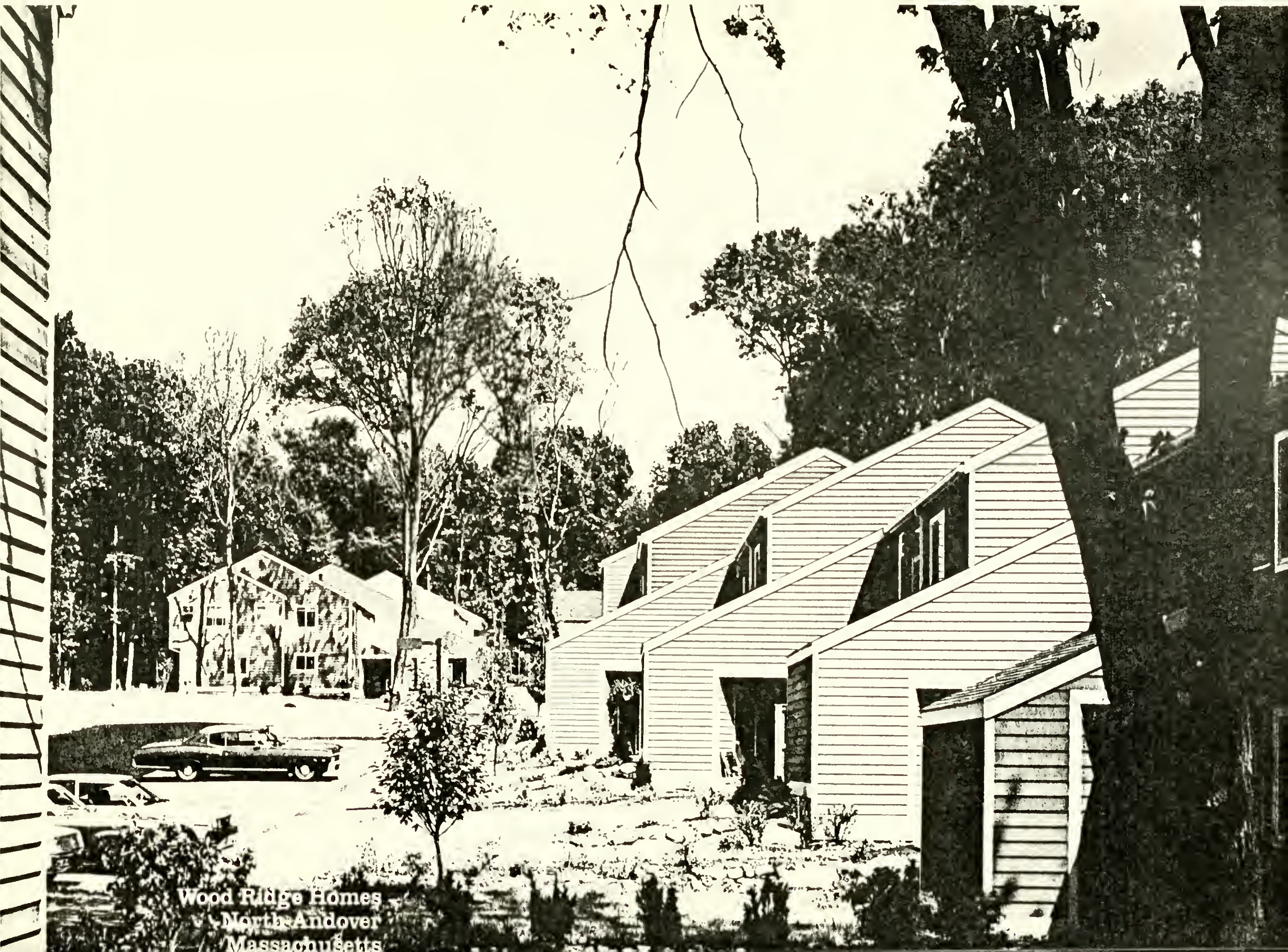


Site Plan

Wood Ridge
Cooperative Homes
North Andover
Massachusetts

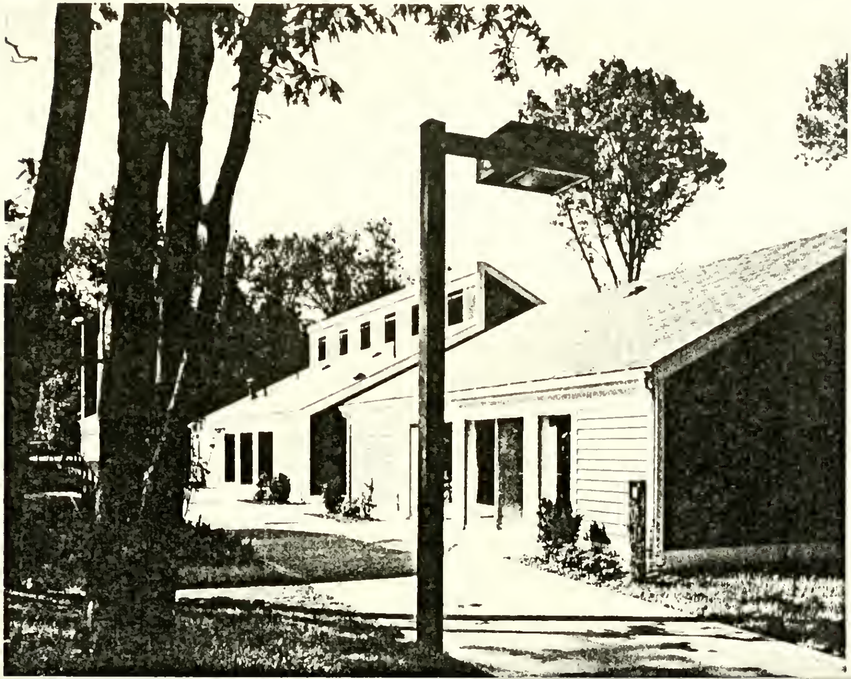


Wood Ridge Homes
North Andover
Massachusetts



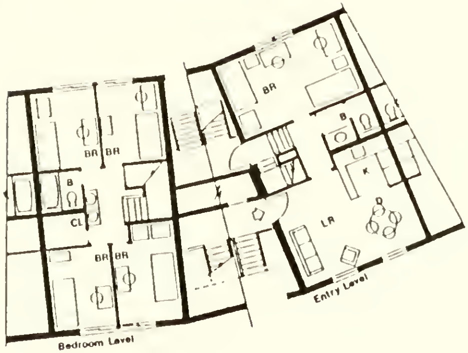
Wood Ridge Homes
North Andover
Massachusetts

G C
& A



Community Building
North Andover
Massachusetts

Wood Ridge Homes
North Andover
Massachusetts



Typical Apartments

Student Housing
Bridgewater State College
Bridgewater, Massachusetts

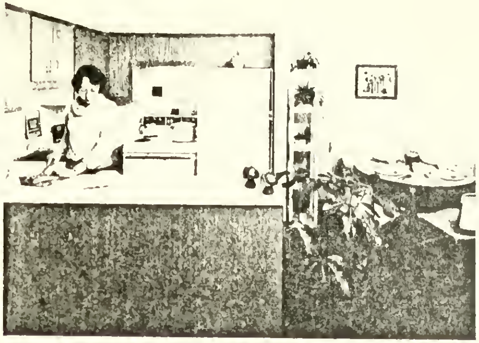
New Student Housing

To accommodate a great demand for apartment style housing, 32 new units for approximately 190 students in 6-person duplex suites were built near the campus. The site is a north facing slope and the site plan was developed both to take advantage of some fine views and to orient the outdoor gathering spaces to the sun.

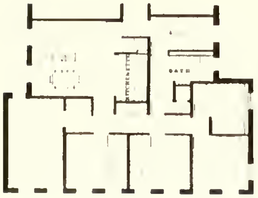
A small commons building, including lounge, laundry, mail and office is at the entry to the complex and has been planned as a link to a second phase which will include another 16 units.

Renovations

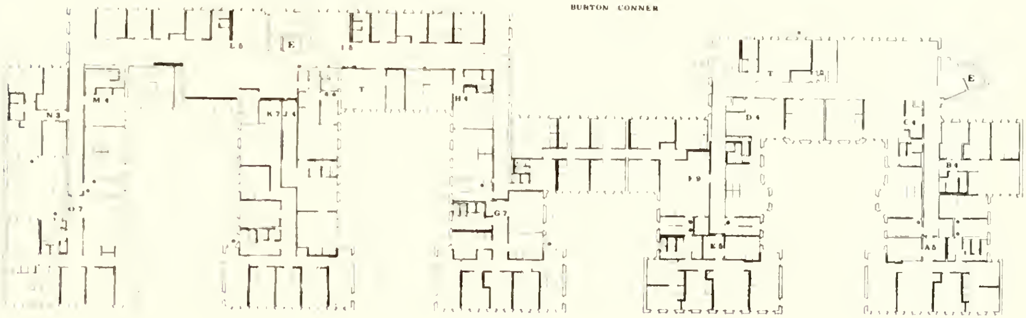
GCA's work for the Mass. State College Building Authority began with Feasibility Studies for renovations to several dormitories, including the conversion of a 1912, 240-bed dormitory to apartment suites. Renovations have been staged. Thus far, space which had been occupied by the Health Service was converted to dormitory use (while new Health Service facilities were built). Also, the Commons areas of two dormitories were upgraded and exterior restoration of a third dormitory completed.



Student Housing
Bridgewater State College
Bridgewater, Massachusetts



Suite E5

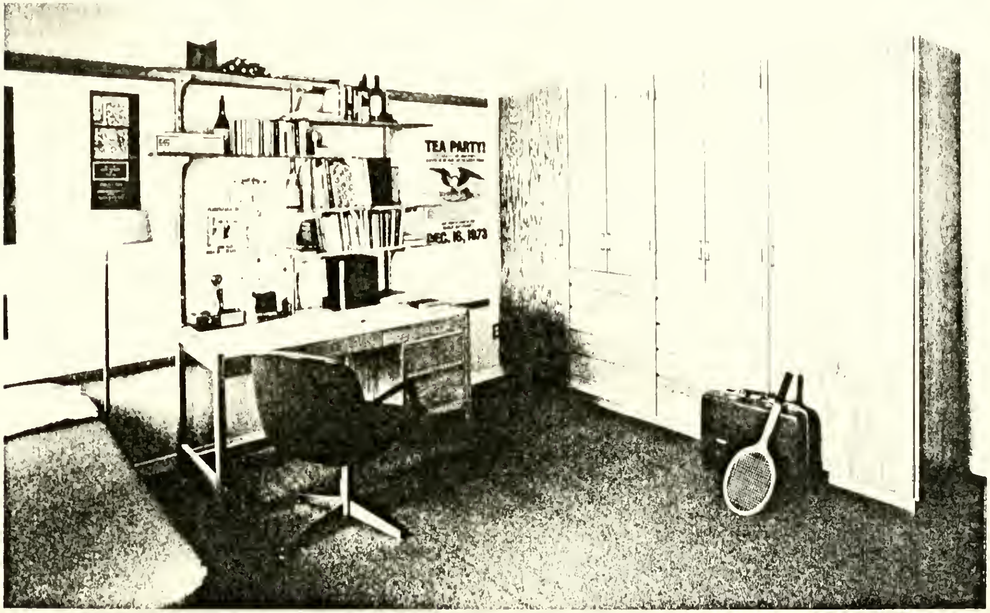


MIT Burton-Conner Apartments Cambridge, Massachusetts

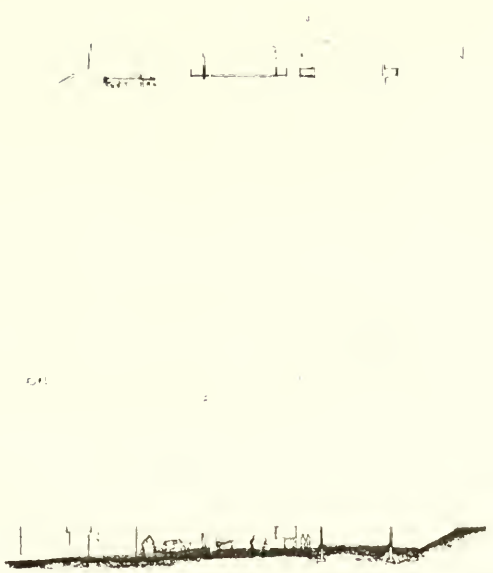
The work here started with a feasibility study & economic analysis comparing new construction to complete rehabilitation of the existing dormitory. The possibility of creating more generously sized rooms and apartments for about 1/3 less cost than new construction led to the conversion of the existing structure into 58 suites for 350 students, Master's & Tutor's suites and extensive common facilities.

Working with a client team composed of students, faculty and administration members, GC&A developed a variety of apartment types and sizes (including some duplexes) to satisfy different group needs. The same client team participated from early planning to design of custom furniture for the suites and commons spaces.

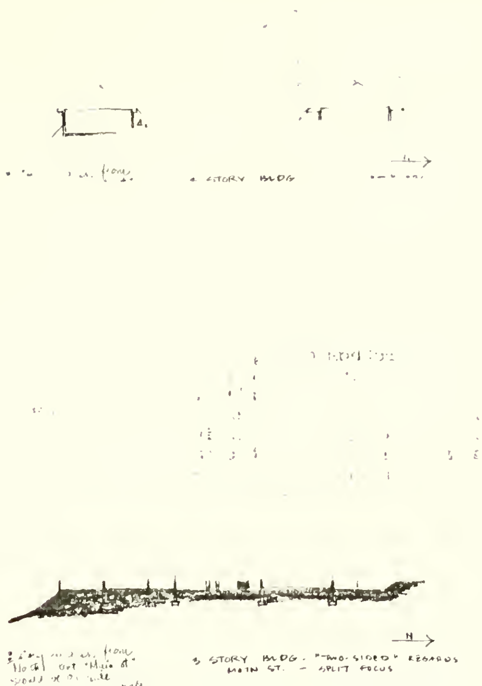
The flexible design of Burton-Conner has allowed use by various groups over the years: men and women undergraduates, faculty and married students.



MIT Burton-Conner
Apartments
Cambridge, Massachusetts



Studies of Alternative Schemes

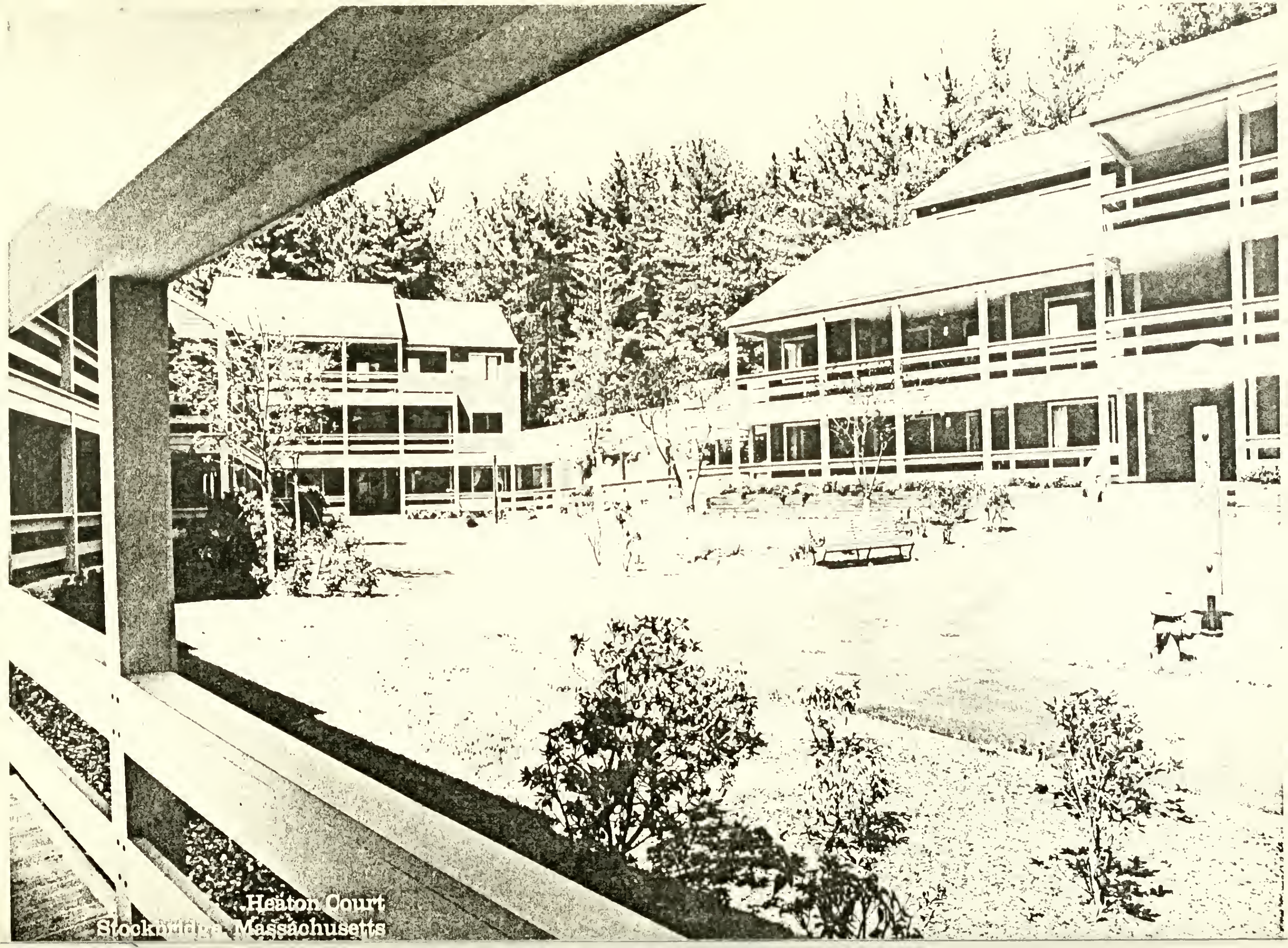


Selected Scheme

Heaton Court
Stockbridge, Massachusetts

Located on a site previously occupied by a rambling resort hotel, these 50 units of housing and community facilities for the elderly are clustered around a courtyard in frame buildings linked by continuous porches and galleries. This provides covered passage for all residents in the severe Berkshire weather — and serves as sitting and viewing places; reminiscent of the old hotel porch.

The site is on a hillside, and the slope turned to advantage by placing the parking on the uphill side, behind the units. This puts the cars on the level of the second floor gallery and bridges connect directly to it from the parking, allowing some three story buildings with units only one flight up or down. The three story buildings are on the uphill, north side, stepping down to two and finally one story on the south — maximizing sun penetration into the courtyard and views out, towards the mountains.



Heaton Court
Stockbridge, Massachusetts

Heritage Gardens
Winthrop, Massachusetts

The commission to build this project of 100 units of housing for the elderly, and a Community Building, was received as the result of winning a competition sponsored by the State's Department of Community Affairs. Since occupancy, Heritage Gardens has received both local and national awards for its visual and social qualities.

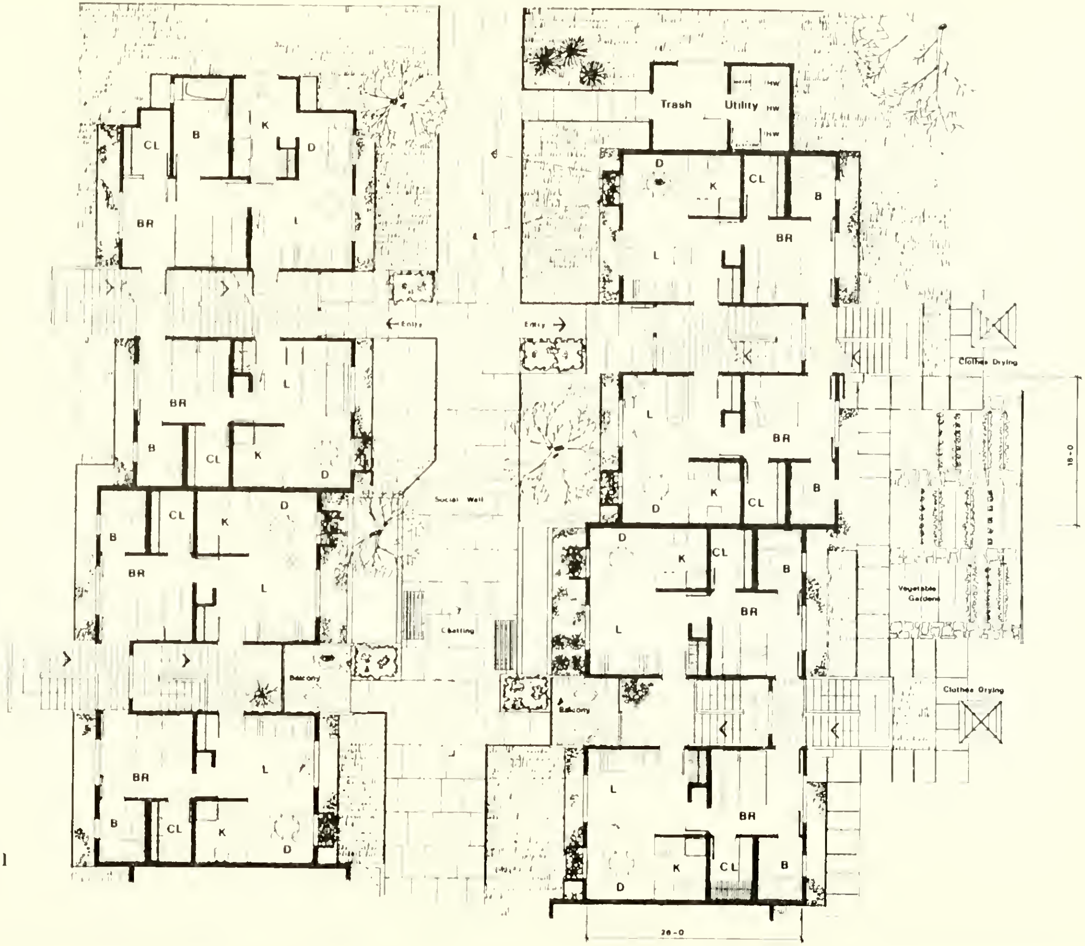
Housing

Located on a 3½ acre site, in a single family residential area, these housing units are arranged in two story rows along several pedestrian malls. One end of each mall joins the housing to the surrounding neighborhood, which it matches in scale and materials. The other end connects to an internal road leading to the Community Building — itself a link to an adjacent housing project down hill.

The apartment plan is oriented so that the active spaces — kitchen, dining and living — face the mall. This serves to reinforce the pedestrian street as a social meeting place and increases security, as the entries are under surveillance at all times. Bedrooms and baths face a quieter rear garden.

Community Building

Built to serve not only the adjacent housing, but also the entire elderly population of the town, this 10,000 square foot building includes a variety of crafts and meeting rooms, and a large social hall and kitchen, as well as offices for the Winthrop Housing Authority. Set in a hillside between two housing projects, the three story elevator building is accessible both at top and bottom floors, with terraces and balconies at all levels which overlook the various activities.



Typical Mall

Heritage Gardens

Community Center

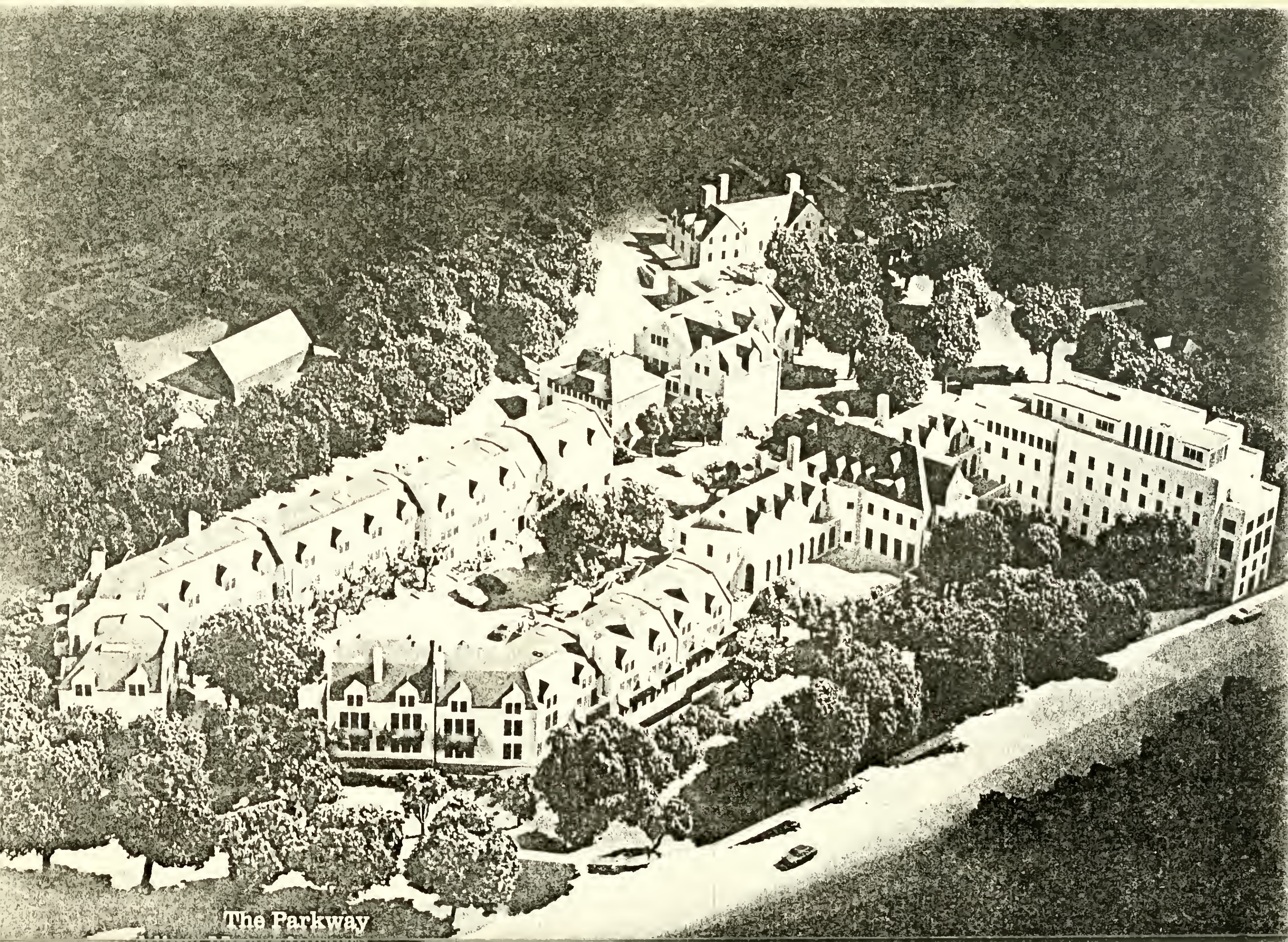
The Parkway
Brookline, Massachusetts

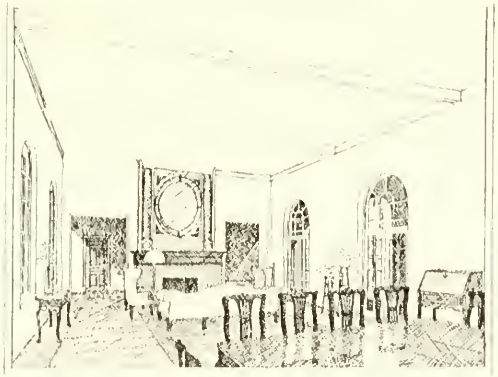
The Parkway, Brookline, is the adaptive reuse and conversion of the former Free Hospital for Women complex to luxury residential units, combined with additional new construction to create a unique residential community. Included on the National Register of Historic Places, the original Free Hospital, designed in 1892 by Boston Architects Shaw and Hunnewell, also bears the imprint of America's great pioneer landscape architect, Frederick L. Olmsted, who provided the landscape architectural design.

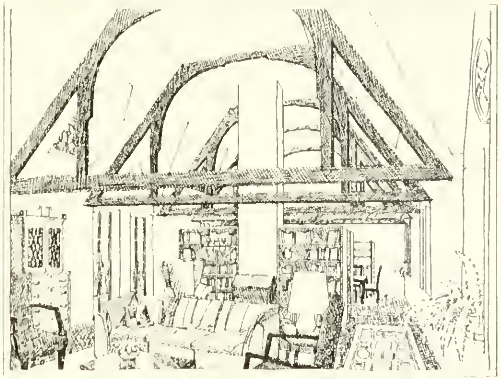
GC&A was particularly sensitive to the steep, heavily wooded site — which faces Leverett Pond and Olmsted's "Emerald Necklace" Parkway — and carefully coordinated their site design with Olmsted's original concept.

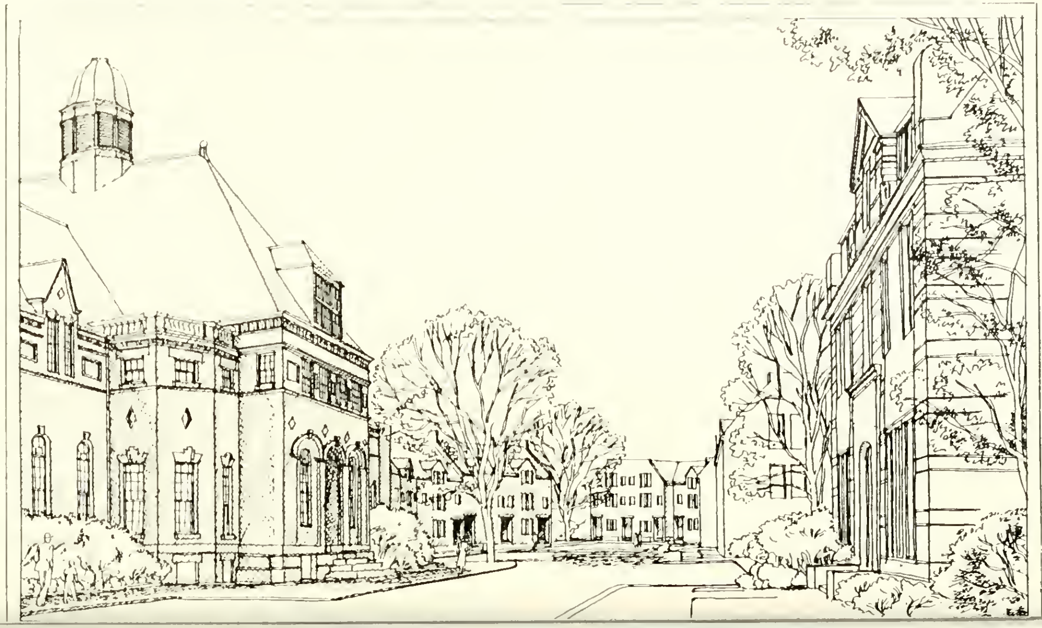
Five existing buildings of the complex are being preserved and restored into 52 unique residential units. In addition, 34 new attached townhouse style units are planned in such a way as to complete a more formal residential quadrangle, integrating the new and the restored historic structures. Underground parking, beneath the new construction, relieves the site of much of the otherwise necessary traffic congestion.

The project is being developed by Parkway Development Company, Inc. — a joint venture between Bay State Improvement Corporation, a subsidiary of the Provident Institution for Savings and The Raymond Cattle Company.


The Parkway







The Parkway

Transportation
Office Building
Park Plaza
Boston, Massachusetts

This 870,000 sq. ft. mixed-use State office building houses the diverse agencies that control the transportation network throughout the Commonwealth, including the DPW, the MBTA, the Mass Turnpike Authority, Massport, and the Central Transportation Planning Staff; all under the aegis of the Executive Office of Transportation.

Located in Boston's downtown area, near the historic Boston Common and Public Garden, the building was designed with sensitivity toward existing buildings of quality in the neighborhood. The irregular site was shaped to preserve many older structures, and the design related to their scale.

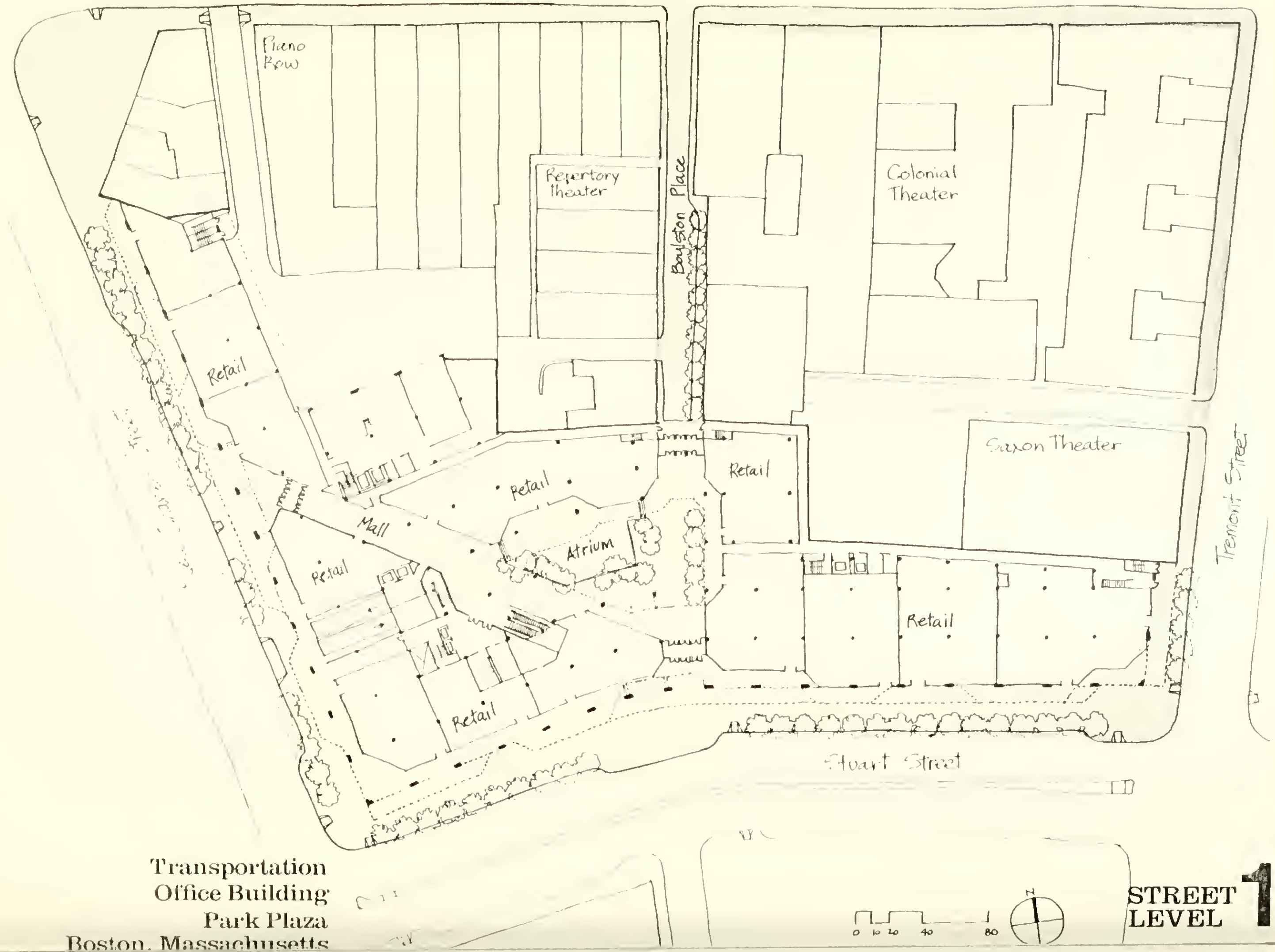
Special legislation was passed to allow commercial uses on the street level — instead of the somber "nine-to-five" facade usually associated with a government building. A retail arcade with shops and restaurants provides liveliness both day and evening in this area that includes Boston's theatre district.

To further integrate the building with the neigh-

now dead ended theater street will extend through the building to link with the rest of the district, while a diagonal path connects to nearby hotels. A multi-story atrium marks the intersection of these paths, overlooked by the agencies' public offices and common facilities, creating a meeting place for workers, shoppers and theatregoers.

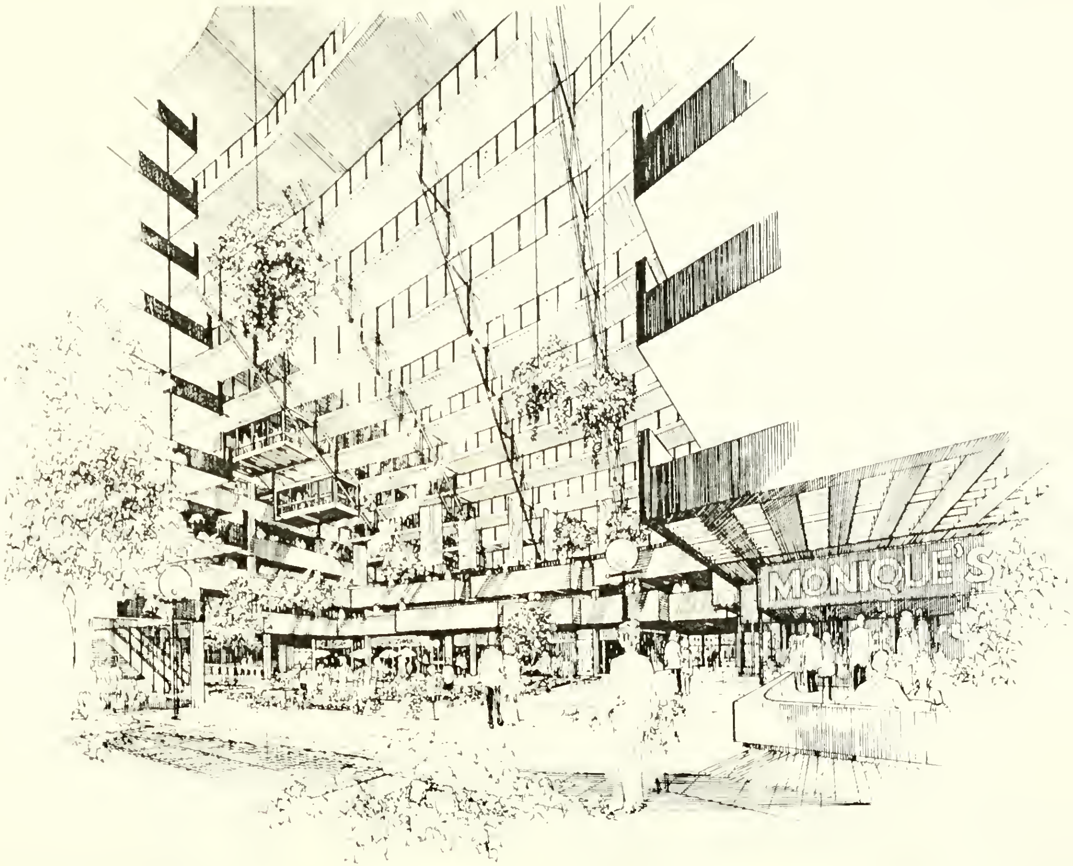
Energy conservation has figured strongly in the design. A ¾ million gallon water storage tank in the lower level serves as a heat sink — allowing the building to recapture all its waste heat from lights, people, and machinery — so that no steam will have to be bought or generated. Four thousand square feet of solar collectors provide 82% of the domestic hot water needs of the entire building.

Also included in the unique government office building are a conference center, a 330-car underground parking facility, a 12,000 sq. ft. library, cafeteria, health maintenance and physical fitness area.

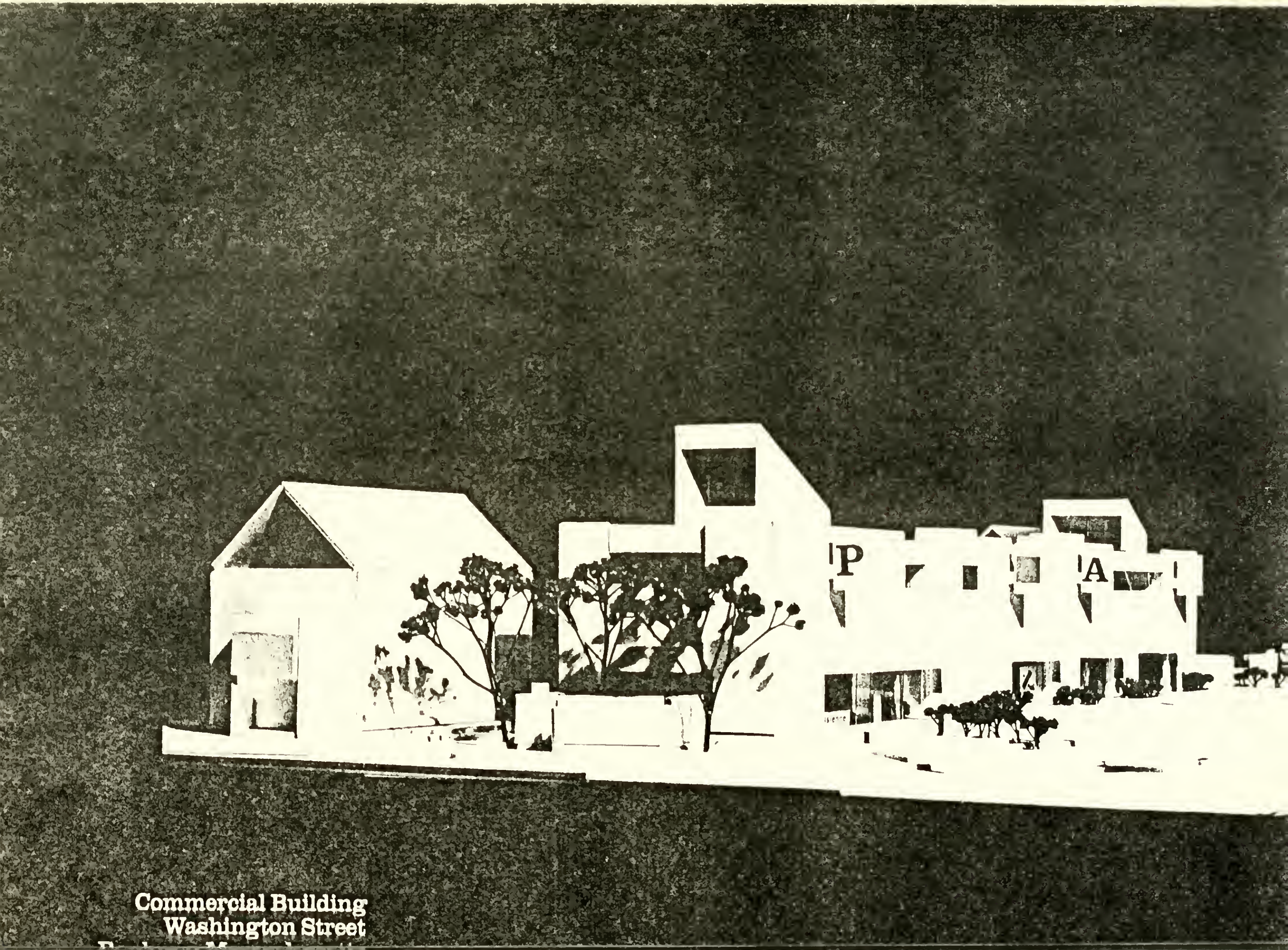


Transportation
Office Building
Park Plaza
Boston, Massachusetts

STREET LEVEL 1



Transportation
Office Building
Park Plaza



Commercial Building
Washington Street

Watertown Arsenal Redevelopment
Watertown, Massachusetts

This redevelopment proposal has been made to the Watertown Redevelopment Authority with Corcoran, Mullins, Jennison, Inc., developers. It creates a residential community of luxury condominiums, elderly housing, an art center complex, and a recreation/sports center on this unique 38 acre site. Bordered on one side by the Charles River, and on the other by existing commercial and industrial facilities, the site contains a number of older buildings dating back to the time it was used as an arsenal.

The first part of the redevelopment rehabilitates the existing small scale 19th century buildings on the western part of the site for a mixed-use village to include housing for the elderly, the Watertown Center for the Arts, and craft shops that would grow from the art center. The second part includes construction of three hundred luxury apartments.

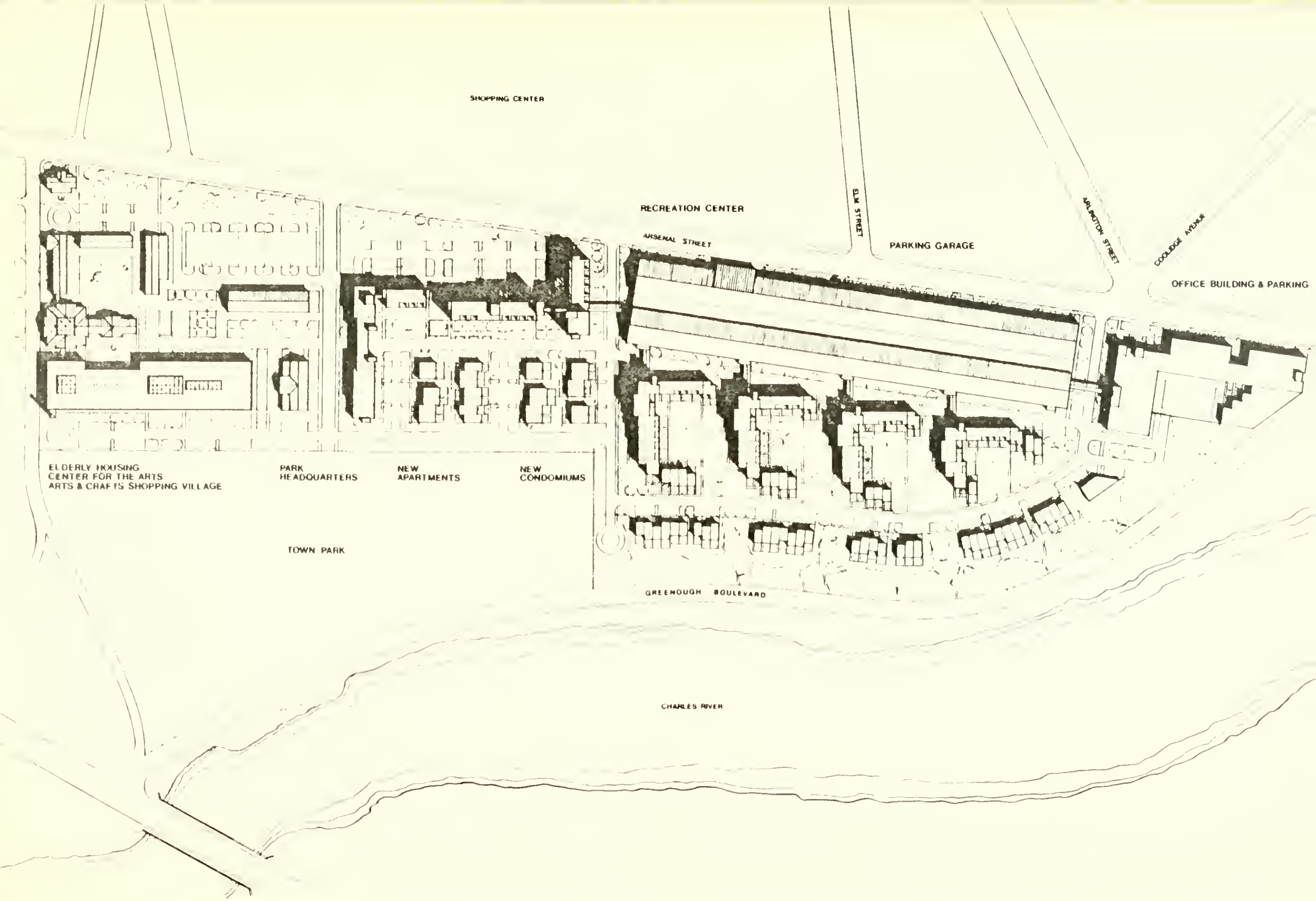
This is followed by conversion of the former mor-

Street into a recreational center where inhabitants of the site, as well as other Watertown residents, can take advantage of tennis, squash, and racquetball courts, or the track and swimming pool. Indoor parking for the condominiums and apartments, as well as the sports club, are included in the 1,000 foot long building.

Condominium housing will be built to the south of this building, and be tied to it by a series of pedestrian bridges, giving covered access to the parking. These 300 units of housing face the river, and have views of the Boston skyline.

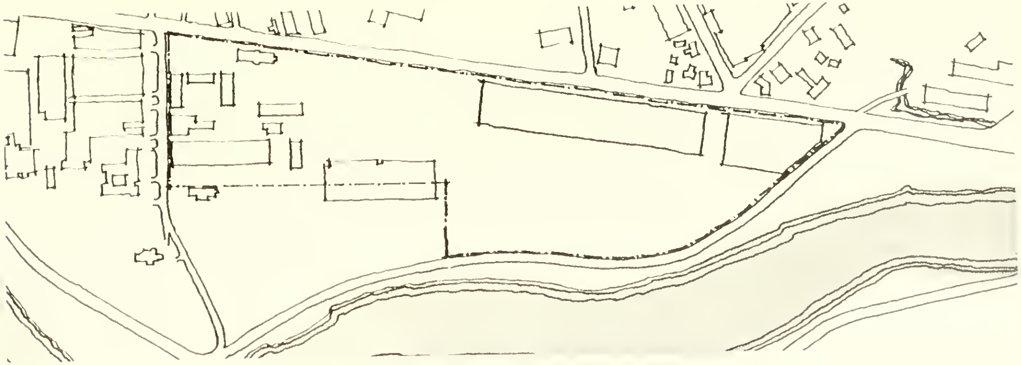
Concurrent with early development, an existing concrete warehouse building on the eastern end of the site will be converted to office use by carving out sections, and opening inner portions of the building to natural light.

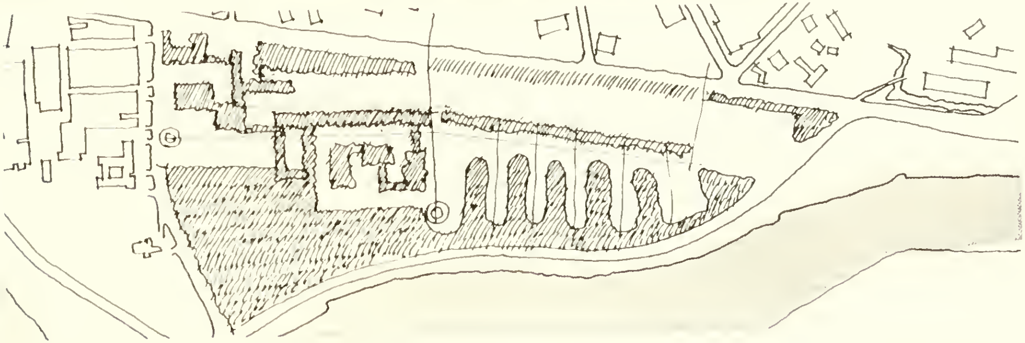
The completed project will provide 730 new units of housing, plus cultural and recreational

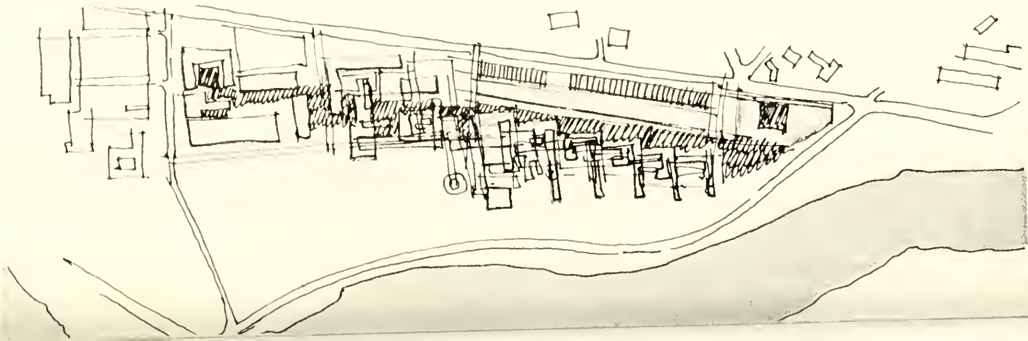


Watertown Arsenal
Redevelopment
Watertown, Massachusetts

Watertown Arsenal Redevelopment







AWARDS FOR DESIGN EXCELLENCE

1981 Build Massachusetts Award	Associated General Contractor of Massachusetts Atwater Kent Laboratories
First Place National Award	Design Competition Steamboat Springs, Colorado
Excellence in Design	National Honor Award American Institute of Architects
Excellence in Design	Regional Honor Award New England Region AIA
Excellence in Design	Boston Society of Architects
Excellence in Housing & Neighborhood Facilities	Boston Society of Architects
Record Houses	Architectural Record
Award of Merit	American Institute of Architects & Housing Magazine
Competiton First Prize	Department of Community Affairs Winthrop Housing for the Elderly
Award of Merit	International Solar House Competition
First Prize	Boston Arts Festival Hillside School for Boys
First Prize	Boston Arts Festival Beach House
Award of Merit	Carson, Pirie, Scott Competition for Downtown Chicago

CURRENT PROJECTS PENDING & UNDER CONSTRUCTION

Cost	Project	Status
$71.M	Transportation Office Building Boston, MA	60% Construction
$29.M	Davis Square Subway Station Somerville, MA	90% Construction
$5.2M	Old Colony Bank of Bristol County (First National Bank of Boston) New Bedford, MA	35% Construction
$20.M	West Broadway Comprehensive Development South Boston, MA	Out-to-bid
$20.M	The Whitehead Institute Cambridge, MA	Design Development Complete
$23.M	265 Franklin St. Boston, MA	Schematic Design
$12.M	The Parkway (Formerly Women's Free Hospital) Brookline, MA	Construction Documents Complete

AFFIRMATIVE ACTION

It is the policy of Goody, Clancy & Associates, Inc. not to discriminate against any employee or applicant for employment because of race, religion, color, nationality, or sex. Our firm will take affirmative action to ensure that employees, and applicants, are treated without regard to race, religion, color, nationality or sex. This action will include employment, promotion, demotion, recruitment, recruitment advertising, layoff or other termination, pay rates, fringe benefits, other compensation, training selection. Work performance is, and will continue to be, evaluated on the basis of equal opportunity efforts, as well as other criteria.

A partner of the firm directs the Equal Opportunity program and reports periodically to all partners on the results of this program.

The percentage and number of minority and women employees in all job classifications follows.

PAST LITIGATION

In our over twenty five years of providing professional services, Goody, Clancy & Associates have never been involved in litigation. We are proud of this record and feel it is an indication of our ability to closely monitor and effectively manage all aspects of a design project.

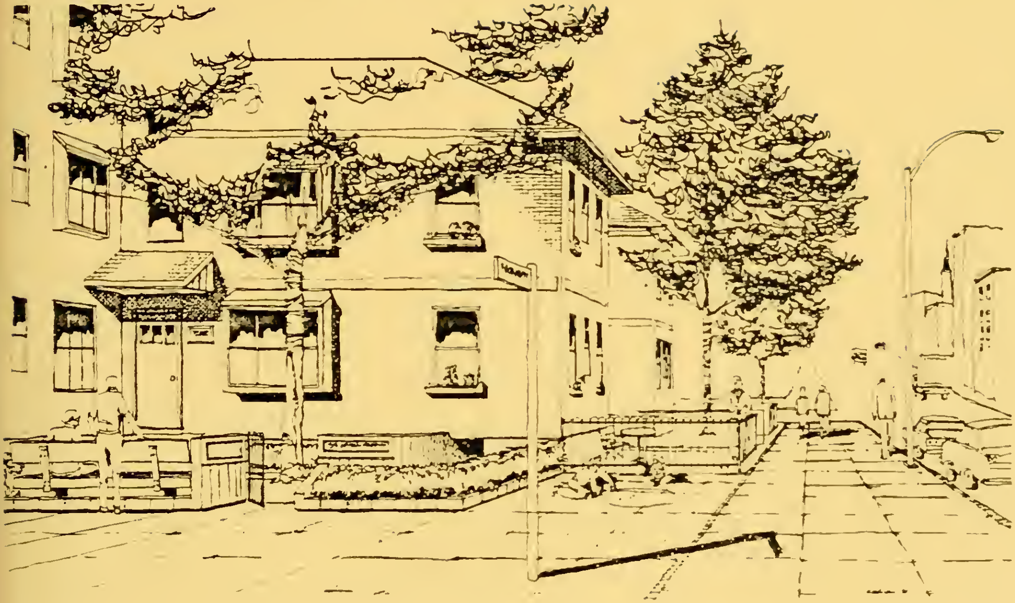
MINORITY AND FEMALE ANALYSIS

	TITLE	NAME	FEMALE	MINORITY	TOTAL	
I.	**Administrative**					
	Principal	Joan E. Goody, AIA	X			
	Office Manager	Lois E. Boemer	X		3	
	Bookkeeper	Charles A. Aikens		X		
II.	**Secretarial/Clerical**					
	Admin. Asst.	Marilyn Kittle	X			
	Secretary	Lucille Andersen	X			
	Secretary	Linda Dreyfuss	X			
	Receptionist	Charlotte Parris	X	X	4	(5)
III.	**Technical Staff**					
	Project Architect	Jean Lawrence	X			
	Project Designer	Mitchell Chiang		X		
	Senior Designer	Susan Pranger	X			
	Senior Designer	Halina Starewicz	X			
	Junior Designer	Anne Robbins	X			
	Junior Designer	Carmen Valdes	X	X		
	Junior Designer	Diana Wong	X	X		
	Drafter/Office	Gabriel Gualteros		X	8	(10)
		Total Females & Minorities:			15	(18)
		Total Personnel			44	
		Percentage Females/Minorities			34%	(40%)

Goody, Clancy & Associates, Inc.

October 30, 1981

MASTER PLAN



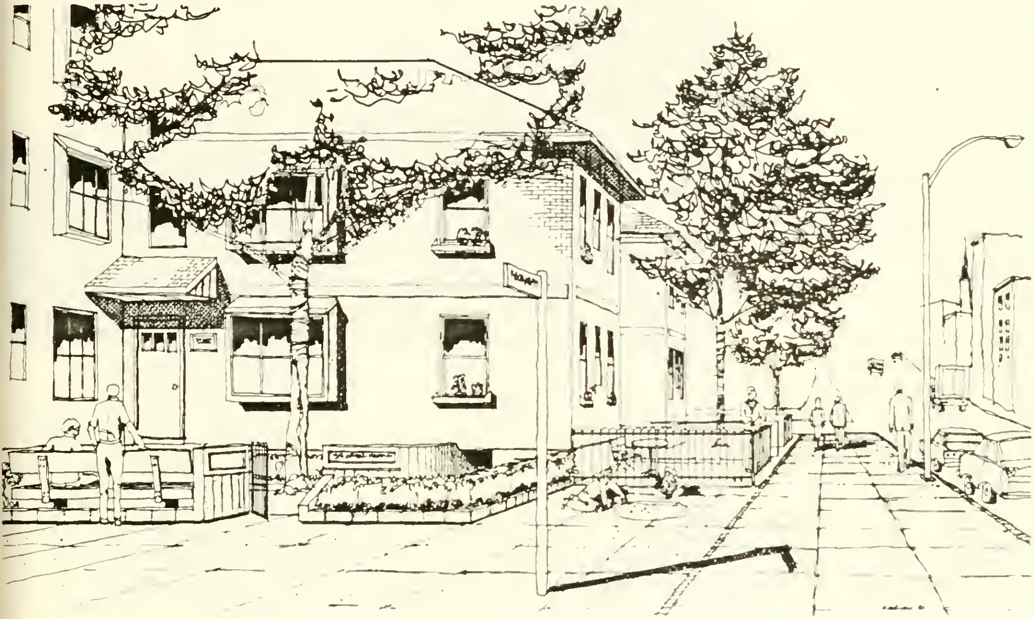
WEST BROADWAY COMPREHENSIVE RENEWAL PROGRAM

Prepared for the Boston Housing Authority in cooperation
with the Massachusetts Department of Community Affairs
and the West Broadway Task Force

WEST BROADWAY TEAM
Joint Venture
Lane/Frenchman, Inc.
Goody, Clancy & Associates, Inc.

October 30, 1981

MASTER PLAN



WEST BROADWAY COMPREHENSIVE RENEWAL PROGRAM

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WEST BROADWAY TEAM

Joint Venture
Lane/Frenchman, Inc.
Goody, Clancy & Associates, Inc.

West Broadway Comprehensive Renewal Program

THE PROBLEM

One out of every 7 dwelling units in Boston is public housing. West Broadway is one of New England's largest and most troubled housing projects. It was originally constructed by the State of Massachusetts in 1948 to house 1000 war veteran's and their families on a 28 acre site in South Boston. The project consisted of 27 identical three story, walk-up buildings arranged on a super block--with no thru traffic. Over the years, poor maintenance, racial strife, and deficiencies in the original design lead to partial abandonment of the project which now houses only 675 families. Vacant buildings and apartments were badly vandalized, leading to a cycle of decline in the project and its neighborhood.

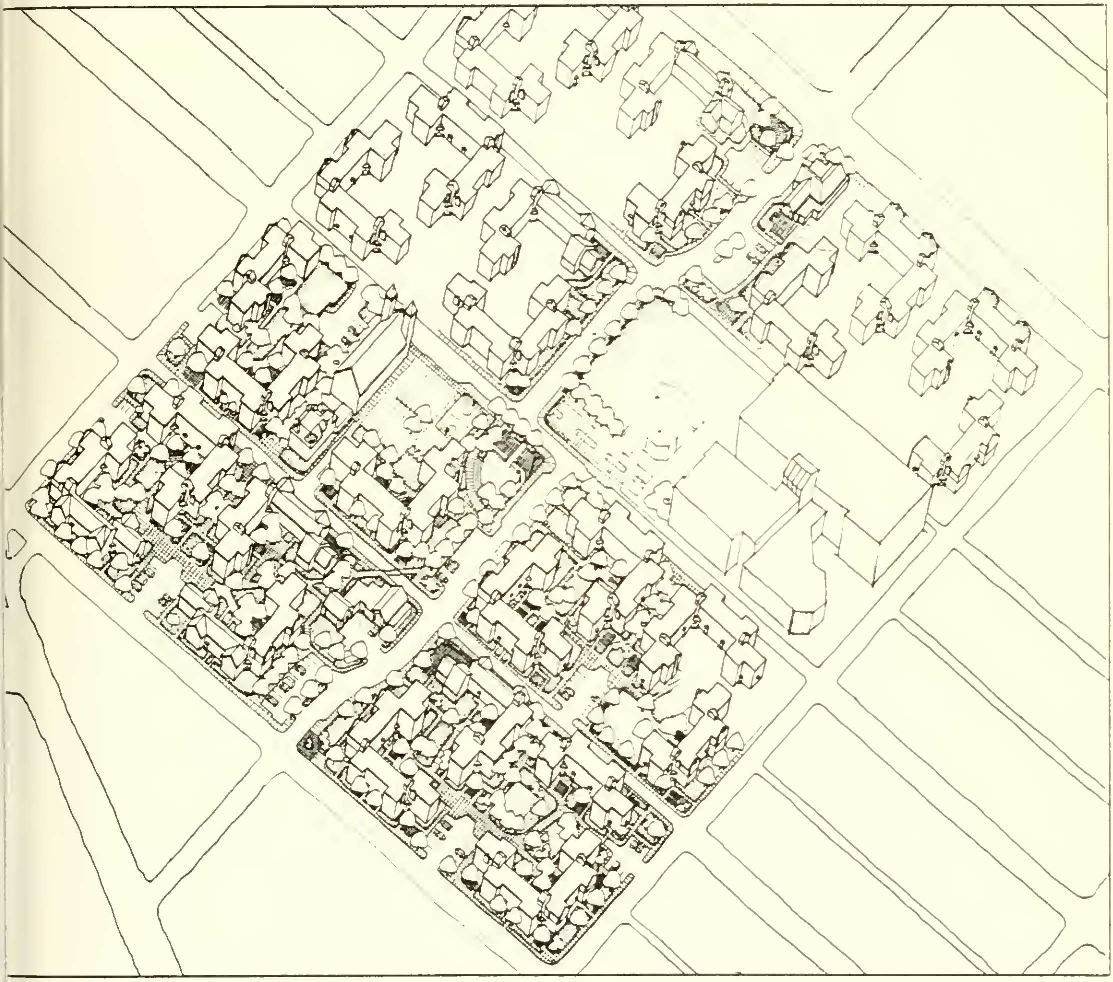
THE CLIENT

After a ten year struggle, tenants succeeded in 1979 in obtaining $20 million from the Massachusetts Legislature to renew the project. The tenant organization is an equal party to the design contract with the Boston Housing Authority and the State of Massachusetts.

THE SOLUTION

The design team was responsible for developing an acceptable program, design, construction and relocation strategy, and management structure for the project. The team was guided by a simple directive: to make the project liveable and secure, and to ensure that all tenants remained on the site throughout the renewal effort. The Urban Design Plan was accepted by all parties, architectural work on Phase 1 has been completed, and construction will begin in the spring. Key features include:

- **Destruction of the super block** --by reestablishing the original street grid and block pattern. The aim was to reintegrate the project with its neighborhood. A new "Main Street", along the former recreational spine, will link expanded community facilities, management offices, and "village centers".
- **Decentralization of the project** --by creating seven "villages" (one per block) with their own design identities and management organization. Changes in design approach and spatial organization will give each village a unique appearance and functional character.
- **Creative Demolition** --reducing the number of units from 1,000 to 675 will allow remaining apartments to be enlarged, many in duplex configurations with their own front and back doors. Creative demolition of sections of existing buildings will change the scale and appearance of the project, eliminating its institutional character.
- **Privatization of space** - will be achieved by orienting all unit entries to street addresses. Traffic will be excluded from



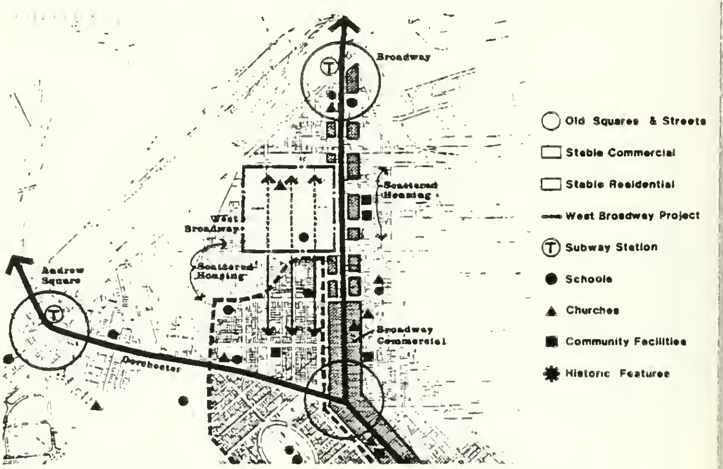
ourtyards, which will ecome semi-private reas containing play nd sitting areas, ardens, private ackyards, and other elated spaces.

HY THIS PROJECT DESERVES ECOGNITION

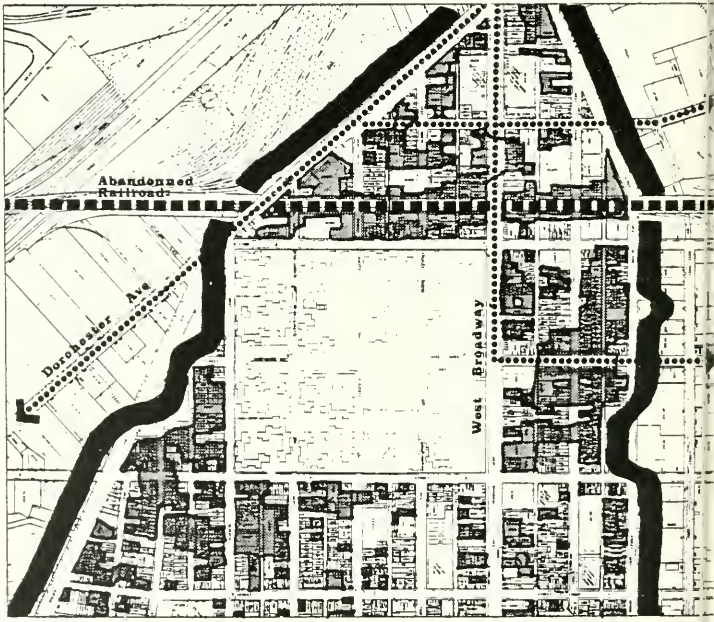
est Broadway is the first ublic housing renewal project of its kind, recognized as a testing ground for the future of public housing in Massachusetts. Nationwide, there is a drastic and increasing need for rental housing stock. Deteriorated public housing represents a valuable resource--if the thousands of projects typical of West Broadway can be reconceived to form viable residential communities. West Broadway has received wide attention in new England, and design and implementation concepts developed as part of the project are becoming a standard for such efforts.

The Neighborhood

The South Boston Lower end is a lower income residential area close to Boston's financial district and waterfront. Centering on the West Broadway public housing project, the neighborhood contains numerous vacant lots, parking areas, and deteriorated housing, and is surrounded on three sides by industry. With its well organized tenants and social service agencies, the project is the strongest remaining component of the neighborhood in spite of its appalling physical condition. An early goal was to improve connections between the project and surrounding residential streets to blur an artifical physical boundary and encourage greater interaction among all residents of the Lower End.



NEIGHBORHOOD FEATURES

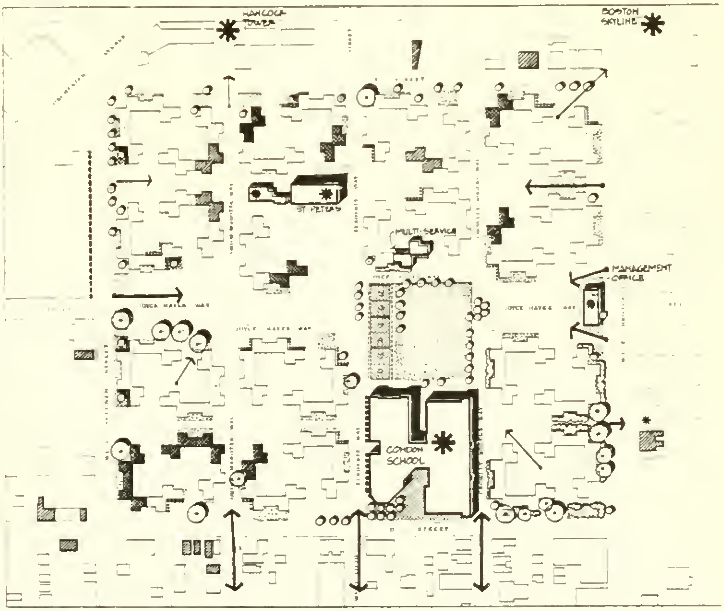


NEGATIVE FACTORS

Site Conditions

Completed in 1949, the original project consisted of 27 virtually identical three story brick buildings. The total development provided 972 units on 28 acres. Its expansive grounds were originally planted with trees and grass, fences defined play areas, and parking occured in central lots. At the start of the planning process:

- most areas were paved with asphalt;
- vehicles moved freely throughout the site in areas where they were never intended;
- fences, drying yards, playgrounds, plants and other amenties had been destroyed;
- over 1/3 of the apartments were heavily vandalized, vacant, or "mothballed"



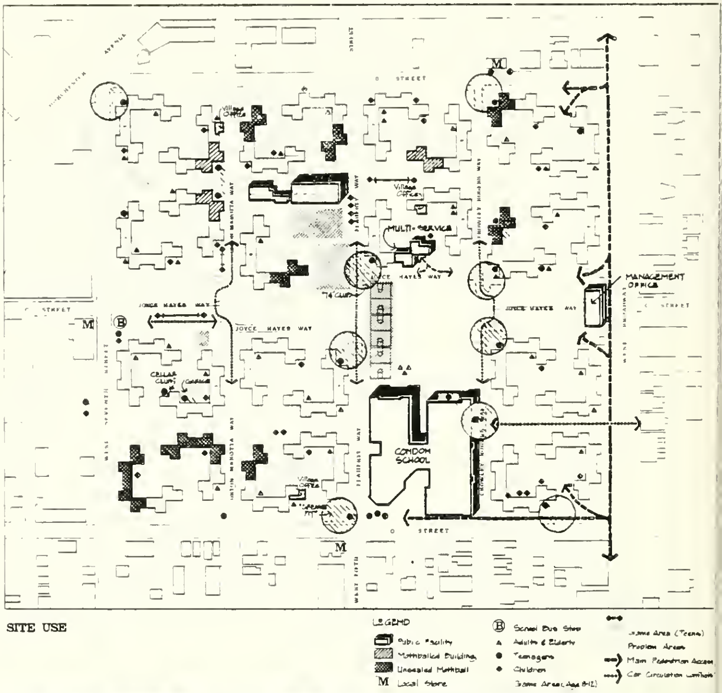
SITE CONDITIONS

Activity Patterns

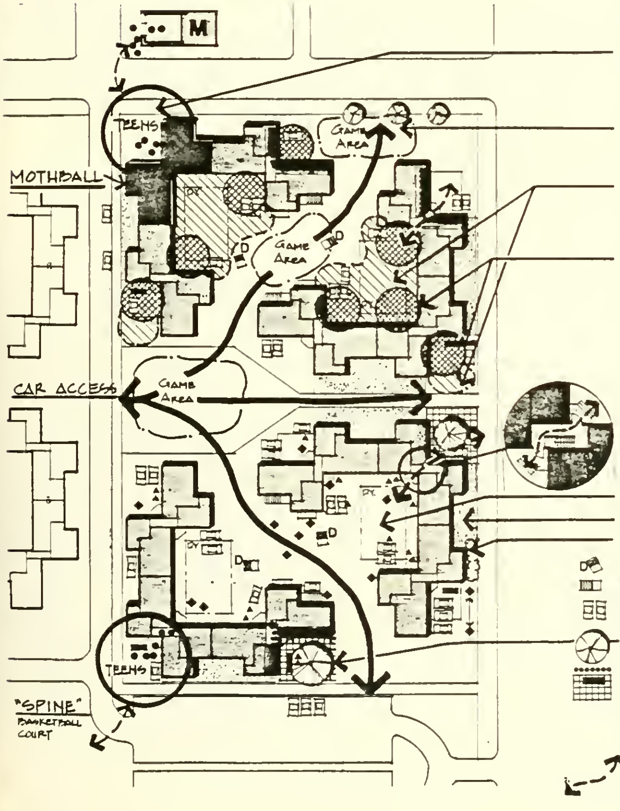
Project life focuses on the multi service center, a tenant run agency which provides social and recreational services for the project and its wider neighborhood. In spite of tenant concerns, mothballed buildings became havens for vandalisim, arson, and illegal activities of all sorts. Elsewhere, cellars were used for private clubs and for auto repair. In the evening, teenagers would congregate on "street corners" in the project making life difficult for nearby residents.

At the village level, the shortage of exterior facilities such as playgrounds, sitting areas, and gardens have made life difficult for the tenants. Those activities that manage to take place, center around building entrances and in courtyards, competing for space with cars and dumpsters.

For revitalization to be successful it was essential to claim and secure exterior spaces. An intensive analysis was undertaken to determine how individuals of various age groups and families currently utilize every area of the project environment. This, in turn was used as a guide to design.



SITE USE



ACTIVITY PATTERNS

TEENAGERS: "STREETCORNERS"

- TALKING, SITTING, AND SHOWING OFF IN UNSUPERVISED AREAS EITHER VERY PUBLIC OR SECLUDED.
- LOCATED AT ENTRANCES OFF CENTRAL SPINE (BASKETBALL) AND ON THE SITE PERIMETER NEAR STORES.

CHILDREN 8-12: "GAMES"

- "MOVEMENT": SMALL BALL GAMES ON HARD SURFACES.
- PLAY IS SCATTERED EVENLY ON SITE. CHILDREN SHAPE GAMES TO AVAILABLE SPACES IN THEIR VILLAGE (INCLUDING MOTHBALL)

TOTS 3-7: "CREATIVE PLAY SPACE"

- CREATIVE & INCIDENTAL PLAY SPACES THAT ARE BOTH SAFE AND NEAR PARENTS SUPERVISION.
- CHILDREN PLAY AROUND ENTRANCES AND THE IMMEDIATE COURTYARD (DRYING YARDS, BASEMENTS, DUMPSTERS, ETC.)

ADULTS/ELDERLY: "STATIONARY"

- SITTING, WATCHING, WASHING CARS, LAUNDRY, "NEIGHBORING".
- CONGREGATE NEXT TO ENTRIES, USUALLY ON INNER COURTYARD, BUT WILL SIT IN FRONT FOR PRIVACY, SUN, "FRONTDOOR", ETC.

CARS: "PARKING & THROUGH TRAFFIC"

- CARS PARKED NEAR ENTRIES FOR SAFETY & FIXING BUT THIS CONFLICTS WITH SPATIAL NEEDS OF TENANTS (E.G. LAUNDRY)

DUMPSTERS: PLACEMENT OBSTRUCTS KIDS PLAY

PHYSICAL DESCRIPTION

TYPICAL HALL/ ENTRY · "ADDRESS"

- ENTRANCE FROM COURTYARD & FRONT FOR 12 FAMILIES (ADDRESS.)
- USED AS SHORTCUT BY TENANTS FROM OTHER BUILDINGS AND OFTEN AS TEENAGER HANGOUT. SOME HALLS ARE LOCKED.

DRYING YARDS: ALL ARE IN POOR CONDITION (25-50%)

GRASS: POORLY MAINTAINED: MANY AREAS ARE ASPHALT OR DIRT.

SHRUBS: FEW REMAIN, USUALLY ALONG BROADWAY OR THE "SPINE."

DUMPSTERS: EXISTING SYSTEM SOURCE OF TENANT COMPLAINT

BASEMENT ENTRY: OFTEN OPEN, PLAY AREAS, TRASH, VANDALISM.

PARKING: CARS PARKED ALL AROUND BUILDINGS. USUALLY NEAR ENTRIES OR NEAR APARTMENT WINDOWS.

WELL MAINTAINED COURT:

TREE: SCATTERED TREES IN GOOD CONDITION ON SITE.
PAINTED FACADE: GRAPHICS BY TENANTS
BENCHES: FEW ORIGINAL BENCHES IN GOOD OR USEABLE COND.
CLEAN COURT: BY TENANTS

PEOPLE:

- ▲ ADULTS / ELDERLY
- ● TEENAGERS
- ◆ CHILDREN

PEDESTRIAN SHORTCUTS:

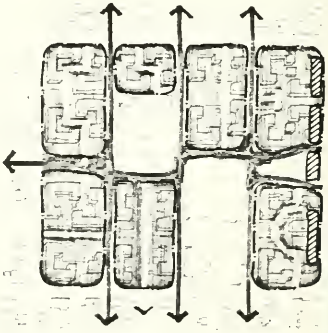
Design Proposals

The Master Plan represents a consensus document agreed to by the tenants, the State of Massachusetts, and the Boston Housing Authority. The plan reflects three broad goals for the project:

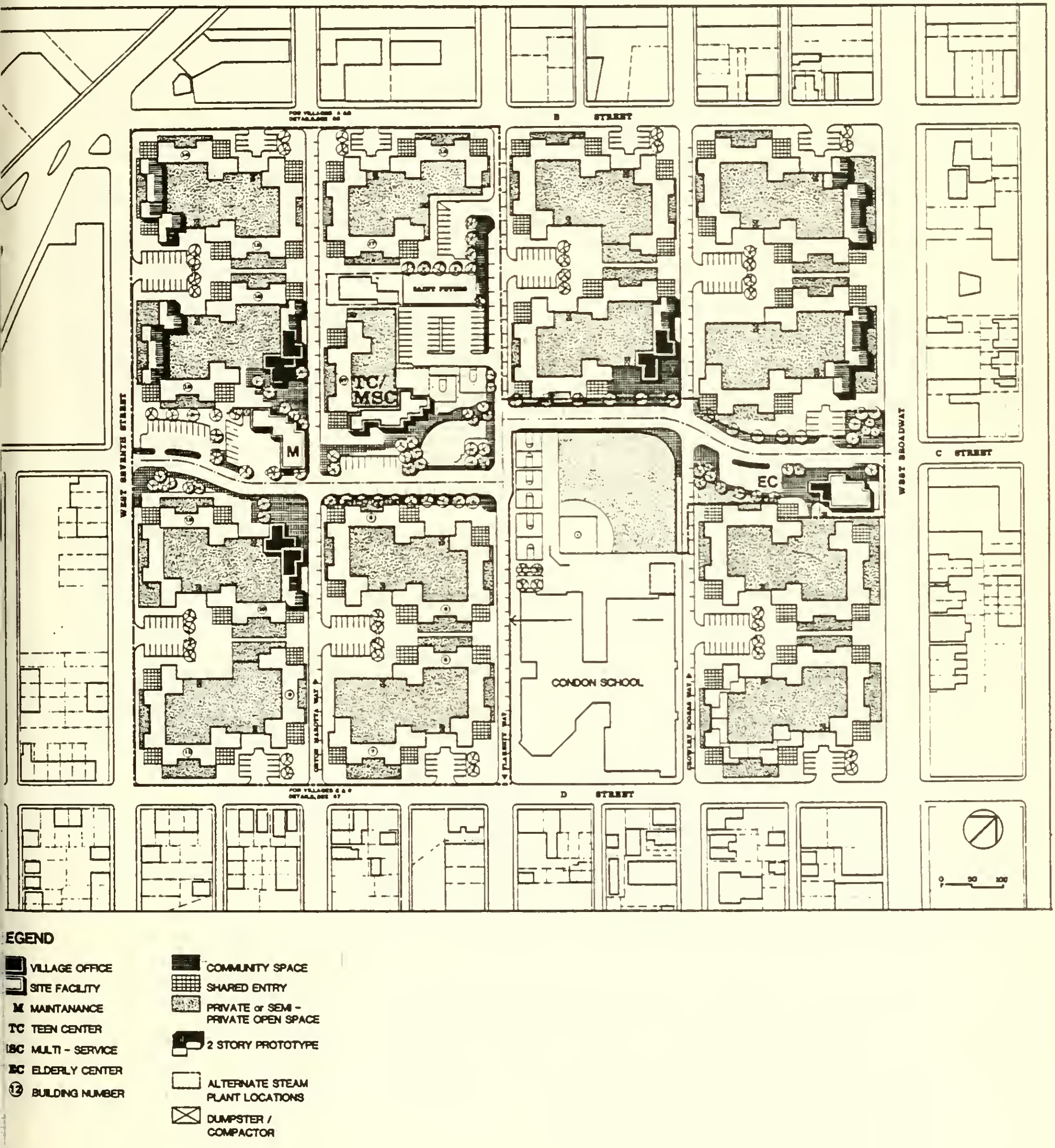
- reconnecting West Broadway with its neighborhood;
- securing every piece of available turf;
- reducing the scale and institutional appearance of the project buildings.

Key features of the design and program include:

- reestablishment of the street grid and block pattern typical of this section of South Boston;
- decentralization of the project into seven villages each with their own design identity and and management structure;
- creation of a new "Main Street" spine providing a new front door to the project and bringing activity to formally unclaimed spaces. (Located on the spine are a series of community facilities and services including a new elderly center, a management center, the multi-service center, and three "Village Centers."
- creation of "Village Centers" to provide a focus for village life and essential services such as mail distribution and a home for decentralized village level management
- exclusion of traffic from courtyard areas so that these spaces can be developed as private and semi private backyards;
- reorientation of all unitsto the streets, providing private entries where possible.

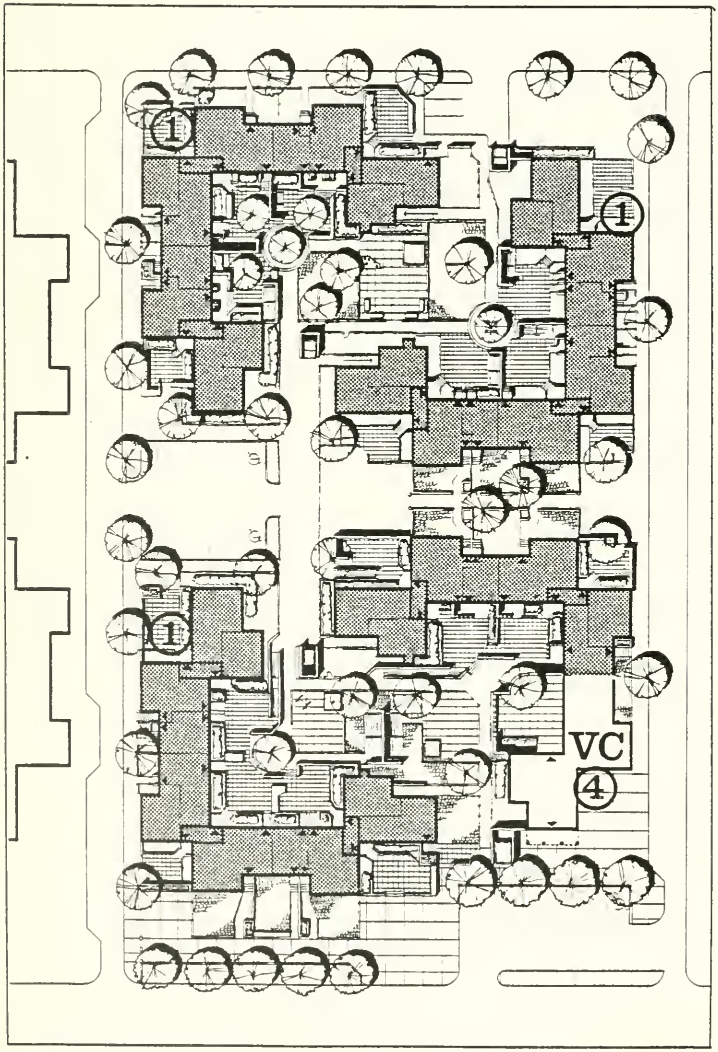


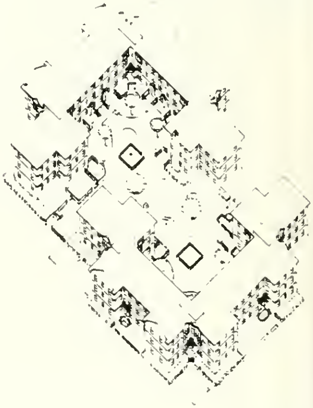
Site Development Plan



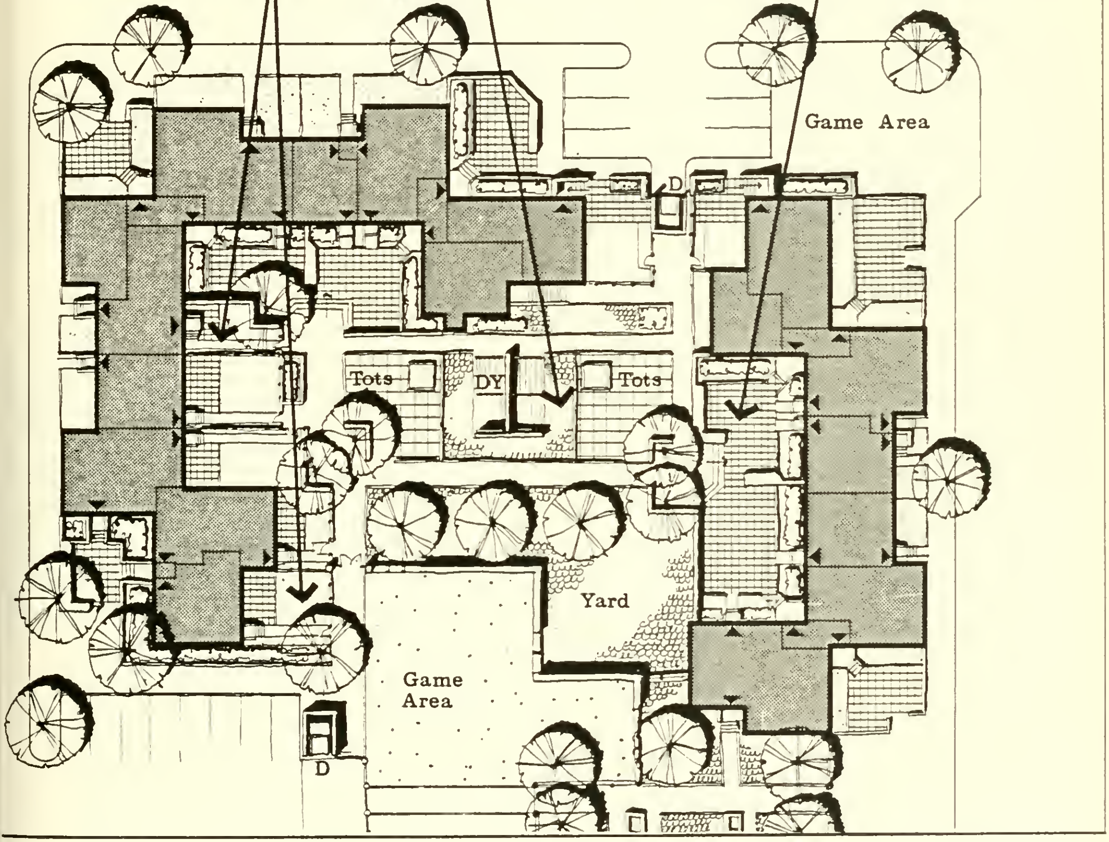
Village Design

Village designs focused on securing spaces from undesirable activities and people, and zoning courtyards to provide appropriate levels of privacy and spacial definition while allowing social interaction. By the creative use of demolition, placement of community facilities, and variation in site and building design, each village has been given a special character. All shared and private doors are located on the non-courtyard side of the building near parking areas and public walks for convenience in access. Courtyards are designed to service backyards. Public access is limited to increase security, car access is eliminated, semi private areas are provided for each address, and common spaces provide play areas, garden, drying yards, and seating areas. Activities are defined by the use of walls and fences, planting, and changes in elevation.





Courtyards



Private Backyards

Building type 3 includes only vertical breakthroughs in one section. All units have private backyards.

Common Area

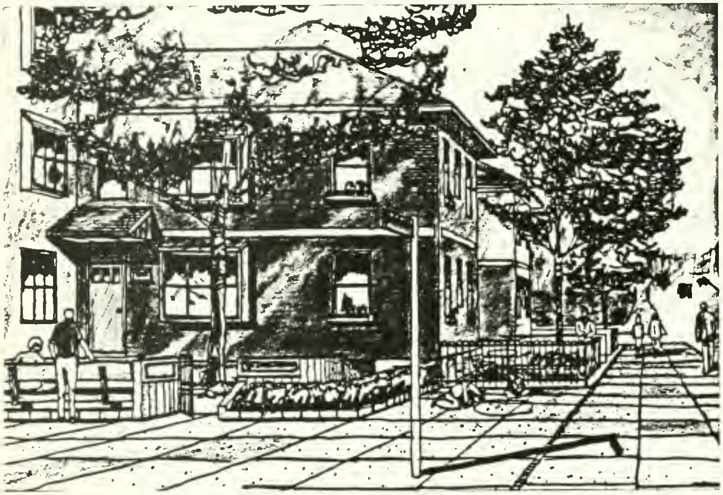
Drying Yards subdivide courtyard. Each court has a tot lot. Major yard and adjacent childrens play area provided in old mothball location.

Court E

Similar to Court C (figure 9). Includes raised patio, shrubs and seat wall.

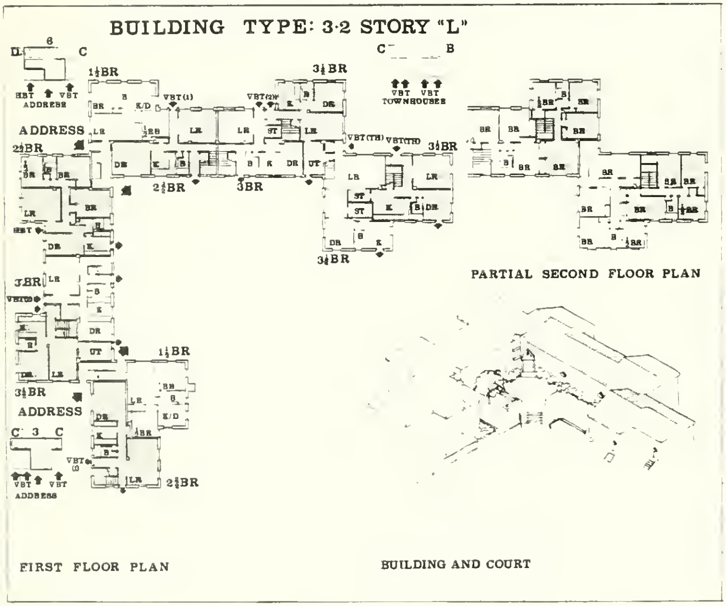
COURTYARD
ALTERNATIVES

Building and Unit Design



A central problem with existing buildings was that large numbers of units share a single access stairway. Recommendations for building design included reducing shared access by creating private front and back doors to individual duplex units. This approach maximizes ground contact-- especially important with large families. Creative use of demolition has been used to alter the form of buildings. Four building types have been designed for the project utilizing various approaches to vertical and horizontal demolition. A design motif of adding peaked roofs will help to reduce the instituional character of the project, blending it with the surrounding neighborhood.

All apartment units of the original project were seriously undersized by contemporary standards. The Master Plan recommended expanding the size of existing apartments through the use of horizontal and vertical breakthrus, and minor changes to interior partitions. This is an extremely cost effective way of making the project more livable.



BUILDING TYPE
3-2 STORY "L"

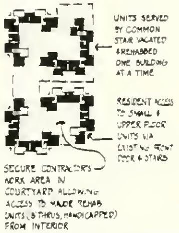
KEY

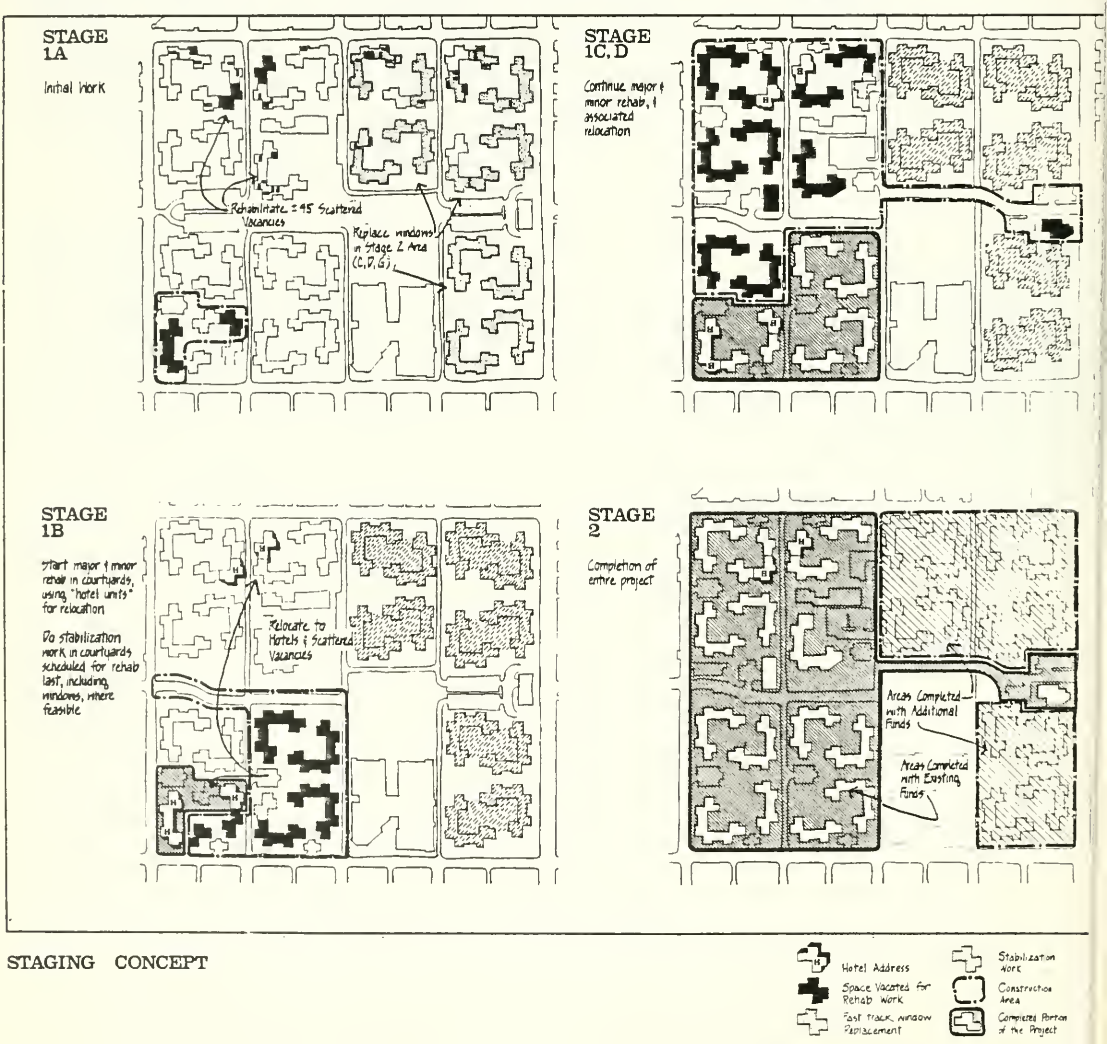
BT	Breakthru
VBT	Vertical Breakthru
HBT	Horizontal Breakthru
HP	Handicapped Person

Staging and Relocation

A major requirement of the master plan was that renewal must occur without the relocation of any existing tenants offsite during the construction process. The Master Plan proposed a staging concept involving conversion of mothball units into temporary "hotel space" and careful sequencing of construction and relocation. The scheme allows work to continue on lower floors while upper floors remain occupied. The concept has been tested by computer, will produce an extremely

TYPICAL COURTYARD


UNITS SERVED BY COMMON STAIR VACATED & REHABBED ONE BUILDING AT A TIME
RESIDENT ACCESS TO SMALL & UPPER FLOOR UNITS VIA EXISTING FRONT DOOR & STAIRS
SECURE CONTRACTOR'S WORK AREA IN COURTYARD ALLOWING ACCESS TO MAJOR REHAB UNITS (B THRUS, HANDICAPPED) FROM INTERIOR


STAGE 1A
Initial Work
Rehabilitate ±95 Scattered Vacancies
Replace windows in Stage 2 Area (C,D,G)
STAGE 1C, D
Continue major & minor rehab, & associated relocation
STAGE 1B
Start major & minor rehab in courtyards, using "hotel units" for relocation
Do stabilization work in courtyards scheduled for rehab last, including windows, where feasible
Relocate to Hotels & Scattered Vacancies
STAGE 2
Completion of entire project
Areas Completed with Additional Funds
Areas Completed with Existing Funds
H
B
Hotel Address
Space Vacated for Rehab Work
Fast track window Replacement
Stabilization Work
Construction Area
Completed Portion of the Project

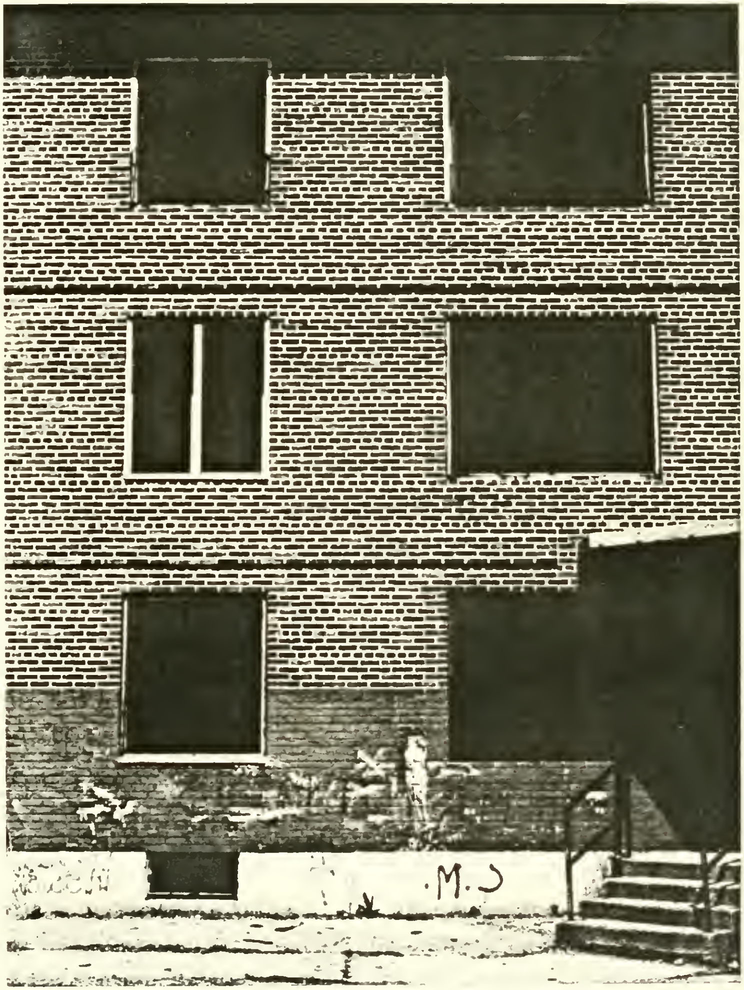
STAGING CONCEPT

Implementation

smooth and safe construction flow, and will be utilized in implementing the project.

Work on the staging concept has led to an onsite computer base system which will coordinate construction, manage the relocation, and allow tenants the choice of colored finishes in their new apartments.

As a total, the Master Plan provided a solid bases for architectural design of the project and reorganization of its management structure. Extensive tenant involvement has secured their cooperation and understanding of the complex process which is about to begin. Construction begins in Janaury of 1983.



LANDSCAPE ARCHITECT QUALIFICATIONS

Carol R. Johnson and Associates

CAROL R. JOHNSON AND ASSOCIATES

Carol R. Johnson and Associates, landscape architects and site planners, has long had a working familiarity with Boston's neighborhoods. In 1972 and 1976 the firm directed community liaison efforts in the North End to gain an understanding of local goals for two park development projects. The firm also produced the master plan for the Boston Comman and Public Garden area in 1975, coordinating with both local residential and commercial representative groups. At the Fenway, working closely with Fen Pac, the neighborhood organization, Carol R. Johnson and Associates produced the master plan for restoration and three completed improvement projects. As a subconsultant the firm has been working on the site development for the proposed Ruggles Street station on the Southwest Corridor and for the Bird Island flats development in East Boston.

In the area of housing Carol R. Johnson and Associates has developed sites for the elderly in Rochester, NY; Greenwich, CT; and Billerica, MA; for middle income in Brockton, MA; and for low income in downtown Worcester, MA. At Plumley Village in Worcester, the issues of privacy, security, parking, pedestrian and vehicular circulation, emergency access, trash collection and removal, vegetation, edges, maintenance, and site use were addressed by community meetings and by the design which followed them. After ten years of hard use, it is still operating well.

At Columbia Point Carol R. Johnson and Associates were landscape architects for one of the colleges of the University of Massachusetts and for the physical education facility the site schematic designers. In developing construction documents for the University of Massachusetts site, the firm used special techniques for planting and plant selection on this windswept exposed place. Pavement and other site details were developed for connecting structures on piles which would not settle with slabs on grade which, in this dump fill site, do settle.

Other successful planting projects by Carol R. Johnson and Associates in exposed areas are at the Children's Museum and at the Mystic Reservation. Both at the Mystic and at the Cambridge dump, presently under design, Carol R. Johnson and Associates have developed the expertise gained originally at U. Mass, Columbia Point, in successful planting and site development of former dump areas. Techniques for controlling settlement, planting in sterile soils polluted by methane gas and other toxicity and controlling leachate are critical at all dump sites. The Mystic Reservation makes clear that even with serious pollution and soils problems, healthy planting in exposed windy areas can be successfully achieved. Careful design so this planting does not conflict with public use and can be easily maintained is equally critical to its survival. Carol Johnson has worked with site layouts in public housing at Plumley Village, and at Pine Grove Village to accommodate parking, access and pedestrian circulation, and children's play areas, and still include maintainable planted areas for these completed projects and for the upcoming revitalization of the West Broadway housing, where she was a design consultant to the architect-landscape architect team.

For sites which are land reclamation projects and many which are not, Carol R. Johnson and Associates has designed a variety of parks and children's playgrounds. Design of these playgrounds responds to the ages of the children, desires of the community and requirements of the site itself. The firm tries to blend children's play spaces into their setting to give some unique and identifiable characteristics. The same design attention is given to urban mini-parks such as the Rachael Revere Park in Boston's North End as to larger parks such as the North End waterfront park or the very large scale urban recreation area such as the Mystic Reservation by Carol R. Johnson and Associates.

Problems of flooding, storm drainage and salt water intrusion are also relevant landscape concerns at Columbia Point. For the Revere Beach Reservation master plan, Carol R. Johnson and Associates developed a needed strategy for control of flooding and storm run-off as part of the overall landscape development. Careful shaping of housing sites so positive surface drainage keeps landscaped and circulation areas dry and easily maintained is essential. Structures, however, must be designed so they are not vandalized or hazardous to children. Goals of this nature were achieved at Plumley Village in Worcester by Carol R. Johnson and Associates.

OMB Approval No. 29-R0234

STANDARD FORM (SF)
254
Architect-Engineer and Related Services Questionnaire

1. Firm Name / Business Address:

Carol R. Johnson and Associates, Inc.
15 Mt. Auburn Street
Cambridge, Massachusetts 02138

Landscape Architects
• Site Planners

1a. Submittal is for ☒ Parent Company ☐ Branch Office

2. Year Present Firm Established: 1975

3. Date Prepared: February 2, 1982

4. Type of Ownership:

4a. Minority Owned ☒ yes ☐ no
WBE, Small Business Enterprise

5. Name of Parent Company, if any:

NA

5a. Former Firm Name(s), if any, and Year(s) Established:

Carol R. Johnson and Associates 1970-1975
Carol R. Johnson, Landscape Architect 1959-1970

6. Names of not more than Two Principals to Contact: Title / Telephone

1) Carol R. Johnson, President 617/868-6115
2) Thomas W. Kirvan, Vice President 617/868-6115

7. Present Offices: City / State / Telephone / No. Personnel Each Office

Carol. R. Johnson and Associates, Inc.
15 Mt. Auburn Street
Cambridge, Massachusetts 02138
617/868-6115

7a. Total Personnel 26

8. Personnel by Discipline:

1 Administrative
2 Architects
__ Chemical Engineers
1 Civil Engineers
__ Construction Inspectors
__ Draftsmen
__ Ecologists
__ Economists
__ Electrical Engineers
__ Estimators
__ Geologists
__ Hydrologists
__ Interior Designers
17 Landscape Architects
__ Mechanical Engineers
__ Mining Engineers
__ Oceanographers
__ Planners: Urban/Regional
__ Sanitary Engineers
__ Soils Engineers
1 Specification Writers
__ Structural Engineers
__ Surveyors
__ Transportation Engineers
1 Architectural Librarian

9. Summary of Professional Services Fees Received: (insert index number)

Last 5 Years (most recent year first)

	19 81	19 80	19 79	19 78	19 77
Direct Federal contract work, including overseas	3	2	2	1	1
All other domestic work	4	4	4	4	3
All other foreign work*					

*Firms interested in foreign work, but without such experience, check here: ☐

Ranges of Professional Services Fees

INDEX	
1	Less than $100,000
2	$100,000 to $250,000
3	$250,000 to $500,000
4	$500,000 to $1 million
5.	$1 million to $2 million
6	$2 million to $5 million
7.	$5 million to $10 million

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
010	1	39	046	15	1,219	079	24	3,495
011	1	41	047	15	1,853	083	1	215
012	2	287	048	4	66	087	6	190
014	2	42	049	1	26	088	31	3,451
015	2	1,160	050	10	215	089	15	1,611
017	14	2,488	052	10	722	097	5	2,344
029	11	206	056	14	3,010	103	1	136
033	11	2,835	060	5	49	104	1	10
035	2	25	062	15	1,616	110	19	3,144
042	6	442	072	14	1,759	117	4	94

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address		Cost of Work (in thousands)	Completion Date (Actual or Estimated)
012	JV	1 New England National Cemetery Bourne, MA	Veterans Administration Washington, D.C.	MP Ph 1,2	49,000 4,000	1977 1982
014	P	2 Mormon Church Belmont, MA	Mormon Church Belmont, MA	MP Ph 1	4,000 933	1979 1981
017	P	3 Cambridge Center Cambridge, MA	City of Cambridge Cambridge, MA		721	1982
017	P	4 Market Square Portsmouth, NH	City of Portsmouth Portsmouth, NH		500	1979
017	P	5 Pleasant Street Mall Malden, MA	City of Malden Malden, MA		3,000	1982
029	C	6 American Academy of Arts & Science Cambridge, MA	American Academy of Arts & Science Cambridge, MA		500	1981
029	C	7 Cambridge High School Cambridge, MA	City of Cambridge Cambridge, MA		1,000	1981

033	C	New York Power Plants Somerset, Bell Sites Binghamton, NY	New York State Electric and Gas Binghamton, NY	Ph 1,2	2,275	1981
046	P	Logan Airport, South Terminal Boston, MA	Massachusetts Port Authority Boston, MA		250	1977
046	P	Plymouth Mall and Circle Rochester, NY	City of Rochester Rochester, NY		332	1979
046	C	[11] The Talbots Hingham, MA	The Talbots Hingham, MA	Ph 1,2	1,000	1981
047	P	[12] Back Bay Fens Boston, MA	City of Boston Boston, MA	MP Ph 1,2	3,813 412	1978 1980
047	P	[13] Green Hill Park & Barnyard Farm Worcester, MA	City of Worcester Worcester, MA	GH;MP BF	4,350 500	1979 1980
047	P	[14] Rockwell Park Bristol, CT	City of Bristol Bristol, CT	MP Ph 1-3	4,700 1,085	1979 1981
048	C	[15] Mid-Maine Medical Center Waterville, ME	Mid Maine Medical Center Waterville, Maine		330	1982
060	C	[16] Colby College Waterville, ME	Colby College Waterville, ME		157	1982
072	C	[17] Black & Decker Manufacturing Co. Baltimore, MD	Black & Decker Manufacturing Co. Baltimore, MD		1,857	1982
072	C	[18] Digital Equipment Corporation Marlborough, MA Spit Brook - Nashua, NH	Digital Equipment Corporation Nashua, NH	M SB 1,2	2,500 4,311	1982 1982
079	C	[19] The Washburn Island Preserve Falmouth, MA	Washburn Island Preserve Partnership East Falmouth, MA		25,000	1982

079	P	[20] Revere Beach Reservation Revere, MA	MDC Boston, MA	MP Ph 1,2	50,000 1,850	1979 1981
087	C	[21] MBTA/Ruggles Station - Roxbury Boston, MA	Massachusetts Bay Transit Authority Boston, MA		1,200	1982
088	P	[22] Re-Use of Cambridge Dump Cambridge, MA	City of Cambridge Cambridge, MA	MP	2,500	1982
088	P	[23] Chelsea Parks (Highland, Merritt, Carter, Voke) Chelsea, MA	City of Chelsea Chelsea, MA		1,985	1980
088	P	[24] Holyoke Parks Holyoke, MA	City of Holyoke Holyoke, MA	MP	6,000	1979
088	P	[25] John Marshall Place Park Washington, D.C.	Pennsylvania Avenue Development Corp Washington, D.C.		2,900	1983
011	P	[26] Arlington Planning City Center Improvements Town Hall Arlington,MA	City of Arlington Arlington, MA	MP Ph 1,2	3,000 585	1979
011	P	Chelsea Center City Revitalization Chelsea, MA	City of Chelsea Chelsea, MA		2,800	1980
011	C	[28] Crystal City Arlington, VA	The Charles E. Smith Companies Crystal City, Arlington, VA		300	1982
110	P	[29] Dover Urban Revitalization Dover, NH	City of Dover Dover, NH	Ph 1-3	1,500	1980
110	P	Lechmere Canal Urban Renewal East Cambridge, MA	City of Cambridge Cambridge, MA		8,000	1983

12. The foregoing is a statement of facts

Date:

OMB Approval No. 29-RO235

STANDARD FORM (SF)
255
Architect-Engineer
Related Services
for Specific
Project

1. Project Name / Location for which Firm is Filing

Landscape Improvements for Columbia Point Housing
Boston, MA

2a. ***Commerce Business Daily*** Announcement Date, if any:

2b. Agency Identification Number, if any:

3. Firm (or Joint-Venture) Name & Address

CAROL R. JOHNSON AND ASSOCIATES, INC.
15 Mt. Auburn Street
Cambridge, MA 02138

3a Name, Title & Telephone Number of Principal to Contact

Carol R. Johnson, President
(617) 868-6115

3b. Address of office to perform work, if different from Item 3

4 Personnel by Discipline:

4 Administrative
2 Architects
__ Chemical Engineers
1 Civil Engineers
__ Construction Inspectors
__ Draftsmen
__ Ecologists
__ Economists

__ Electrical Engineers
__ Estimators
__ Geologists
__ Hydrologists
__ Interior Designers
17 Landscape Architects
__ Mechanical Engineers
__ Mining Engineers

__ Oceanographers
__ Planners Urban/Regional
__ Sanitary Engineers
__ Soils Engineers
1 Specification Writers
__ Structural Engineers
__ Surveyors
__ Transportation Engineers

1 Architectural Librarian
26 Total Personnel

5. If submittal is by Joint-Venture list participating firms and outline specific areas of responsibility (including administrative, technical and financial) for each firm:
(Attach SF 254 for each if not on file with Procuring Office.)

5a. Has this Joint-Venture previously worked together? ☐ yes ☐ no

6. Outside Key Consultants/Associates Anticipated for this Project (Attach SF 254 for Consultants/Associates Listed, if not already of file with the Procuring Office)

Name & Address	Specialty	Worked with Prime before (Yes or No)
1		
2		
3		
4		

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

CAROL R. JOHNSON PRESIDENT

b. Project Assignment:

PRINCIPAL-IN-CHARGE

c. Name of Firm with which associated:

CAROL R. JOHNSON AND ASSOCIATES, INC.

d. Years experience: With This Firm 23 With Other Firms 2.5

e. Education: Degree(s) / Year / Specialization

Harvard Univ., Masters, 1957, Landscape Architecture
Wellesley College, Bachelor of Arts, 1951, English

f. Active Registration: Year First Registered/Discipline

1964 - Landscape Architecture-New York, Connecticut, Massachusetts, Maine, Ohio, Rhode Island, Virginia

g. Other Experience and Qualifications relevant to the proposed project:

Carol R. Johnson is President and founder of Carol R. Johnson and Associates, Inc. In her 23 years of professional practice, she has administered and taken overall responsibility for all firm projects. Her typical areas of concern relate to master planning and urban development for municipalities, schools, colleges/universities, corporations and public agencies; site development; and open space and recreation planning. In addition, she has prepared visual impact studies and has served as an expert witness on environmental concerns at public hearings. Miss Johnson is currently overseeing landscape design and site improvements for several new and conversion housing projects. These include landscape design for Mt. Vernon Church Condominiums in Boston, MA; for Wentworth By-the-Sea, the conversion of a resort hotel into condominiums and private residences in New Castle, NH; the Women's Free Hospital condominium conversion in Brookline, MA; the Coolidge School condominium conversion in Melrose, MA; and, for the Department of Defense, site design for a dormitory facility at Loring AFB, Maine. She is also supervising landscape design and site improvements at two remodeled dormitory facilities at the Harvard Business School in Cambridge, MA, and has directed similar work for new dormitories at Colby College in Waterville, ME. Miss Johnson recently served as a panelist for the Chief of Engineers Design and Environmental Awards Program, Department of the Army. She has served as a judge for the Department of Transportation Awards Program; as a panel member of the Landscape Architectural Selection Committee of the National Endowment for the Arts; as a member of the Small Business Advisory Committee for the U.S. Treasury; and as a member of the Council on Development Choices for the 80's for H.U.D./U.L.I.

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Years / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

7. Brief Resume of **Key** Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Year / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

a Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Years / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

MARION PRESSLEY VICE PRESIDENT

b. Project Assignment:

PROJECT DIRECTOR

c. Name of Firm with which associated:

CAROL R. JOHNSON AND ASSOCIATES, INC.

d. Years experience: With This Firm 12 With Other Firms 2

e. Education Degree(s) / Year / Specialization

Harvard Univ., Masters, 1972, Landscape Architecture
State University of New York at Syracuse, Bachelors, 1968, Landscape Architecture

f. Active Registration: Year First Registered/Discipline

1971 - Landscape Architecture - Connecticut, Massachusetts

g. Other Experience and Qualifications relevant to the proposed project Marion Pressley is a Vice President in charge of project direction at Carol R. Johnson and Associates, Inc. and has achieved particular expertise in historic restoration and rehabilitation of the landscape, planting design, and open space master planning. Ms. Pressley has directed work on several historic park restorations - Commonwealth Avenue Mall, Leif Ericson Mall, Back Bay Fens Restoration and Westland Avenue Gate, Boston, MA. She was project manager for landscape improvements to historic commercial areas of downtown Melrose, MA; site development for Perkins School condominium conversion, Boston, MA; two new parks in Salem, MA - Collins Cove and the Point Neighborhood Park; and a six year parks improvement program, Arlington, MA. She is manager of landscape design for a restoration of Rockwell Park, Bristol, CT; for design and development of John Marshall Park, Washington, D.C., and for Parkway Project, Brookline, MA, a housing conversion.

a. Name & Title:

HARRY S. FULLER ASSOCIATE

b. Project Assignment:

PROJECT MANAGER

c. Name of Firm with which associated:

CAROL R. JOHNSON AND ASSOCIATES, INC.

d. Years experience: With This Firm 4.5 With Other Firms 2

e. Education: Degree(s) / Years / Specialization

Harvard University, Masters, 1975, Landscape Architecture
Princeton Univ., Bachelor of Arts, 1968, Art History

f. Active Registration: Year First Registered/Discipline

1979 - Landscape Architecture - Massachusetts

g. Other Experience and Qualifications relevant to the proposed project Harry Fuller is an Associate and project director at Carol R. Johnson and Associates, Inc. and is responsible for project management, client coordination, design studies, technical drawings, specifications and construction administration. He directed the overall landscape design and development for the Mayor Curley Memorial Park, Boston, MA; the Arlington, MA, Town Hall Fountain and Plaza Restoration; and planting and grading improvements for Dewey Square, Boston, MA. He also directed open space projects: Harris Playground, Medford, MA, Coolidge School Playground, Melrose, MA, Watertown High School Courtyard, Watertown, MA, and Tufts University Intercultural Center, Medford, MA. He managed the landscape master plan design for Rockingham Park, Salem, NH; the Cape Cod Visitor's Center, Buzzards Bay, MA; and the Coolidge School Condominium development in Melrose, MA. Currently he is manager of landscape design for Black and Decker Manufacturing Company, Towson, MD.

7. Brief Resume of **Key** Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Year / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Years / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

7 Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a Name & Title:
TRUDI TAKAYAMA HOFMANN ASSOCIATE

b. Project Assignment.
LANDSCAPE ARCHITECT

c. Name of Firm with which associated.
CAROL R. JOHNSON AND ASSOCIATES, INC.

d. Years experience: With This Firm 10.5 With Other Firms 8

e Education: Degree(s) / Year / Specialization
Harvard University, Masters, 1978, Landscape Architecture
Harvard University, Masters, 1957, Architecture

f. Active Registration Year First Registered/Discipline
1978 - Landscape Architecture - Rhode Island

g. Other Experience and Qualifications relevant to the proposed project. Trudi Hofmann is an Associate and project director at Carol R. Johnson and Associates, Inc. Her responsibilities include program development, design studies, technical drawings and specifications. Her work on urban development projects includes work on Lechmere Square and Canal and East Cambridge Roadway Improvements, East Cambridge, MA; Malden Pleasant Street Mall, Malden MA; and Davis Square Station/MBTA Redline Extension, Somerville, MA. She has worked on a number of park projects: Green Hill Park Zoo, Worcester, MA; the Open Space Park Program in Lawrence, MA; Trum Field and Glen Street Playground, Somerville, MA; North End Park, Boston, MA; and Brook Street Playground, Brookline, MA. Her landscape architectural work for schools includes Weston Junior High School, Weston MA and the Julie Fassett Garden at MIT, Cambridge, MA. Currently she is working on the interior planting for Black and Decker Manufacturing Company Headquarters, Towson, MD.

a. Name & Title:
FERNANDO HERNANDEZ DESIGN STAFF

b. Project Assignment:
LANDSCAPE ARCHITECT

c. Name of Firm with which associated:
CAROL R. JOHNSON AND ASSOCIATES, INC.

d. Years experience. With This Firm 1 With Other Firms 2

e. Education: Degree(s) / Years / Specialization
Harvard University, Masters, 1981, Landscape Architecture
Texas A&M University, Bachelor of Science, 1978

f Active Registration Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

Fernando Hernandez is a staff landscape architect at Carol R. Johnson and Associates, Inc. and is responsible for technical drawings, layout, design studies, and preparation of working drawings and specifications. He worked on contract documents for the Ruggles Street Station, Roxbury, MA, a project involving site design and development for a new transit station, and is currently involved in Phase I landscape architectural design and master planning of the Black and Decker Manufacturing Company headquarters, Towson, MD.

7. Brief Resume of **Key** Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Year / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Years / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

8. Work by Firm or Joint Venture Members **which Best Illustrates Current Qualifications Relevant to this Project** (List not more than 10 Projects)

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Owner's Name & Address	d. Completion Date (actual or estimated)	e. Estimated Cost (in thousands)	
				Entire Project	Work for which Firm was/is responsible
(1) PLUMLEY VILLAGE EAST Worcester, MA	Site planning and development for clustered housing project.	State Mutual Assurance Co. Worcester, MA	1973	11,200	1,260
(2) PINE GROVE VILLAGE Brockton, MA	Site improvements, grading, & planting for clustered apartments.	Beacon Construction Co. Boston, MA	1973	185	185
(3) ROCHESTER ELDERLY HOUSING Rochester, NY	Site development, grading, drainage, planting, paving for three sites.	Urban Development Corp. Rochester, NY	1972	800	800
(4) NORTH END PARK Boston, MA	Master plan, site design of waterfront park and promenade; sportsfields & play equipment areas.	Paul Donahue Public Facilities Dept. Boston, MA	MP- 1977 Ph1-1974 Ph2-1976	1,400 700 600	1,400 700 600
(5) LORING AIR FORCE BASE HOUSING Limestone, ME	Site improvements, grading, landscaping and design at air force base.	Gary Rothberg US Army Engineering Dept. 26 Federal Plaza, N.Y., NY	1984	4,350	400
(6) WOMEN'S FREE HOSPITAL CONDOMINIUM CONVERSION, Brookline, MA	Planting design & site development for conversion of hospital to luxury condominiums.	Ted Raymond Raymond Cattle Co. Boston, MA	1983	100	100
(7) BILLERICA HOUSING FOR THE ELDERLY Billerica, MA	Site grading, drainage, new parking areas and gutter installation for elderly housing.	Carol Ford Billerica Housing Authority Billerica, MA	1982	29	29
(8) GREENWICH ELDERLY HOUSING Greenwich, CT	Site development, plazas, walkways, planting for low-rise housing.	Greenwich Housing Authority Greenwich, CT	1974	150	150
(9) WENTWORTH BY-THE-SEA New Castle, NH	Master plan, site design for renovated hotel & resort to include sports arena & condominiums.	Graham Gund, President Graham Gund Associates Cambridge, MA	1983	3,602	3,602
(10) REVERE BEACH RESERVATION, Master Plan, I & II Revere, MA	Historic studies, master plan, design of pedestrian promenade	Metropolitan District Comm. 20 Somerset Street Boston, MA	MP- 1978 Ph1-1979 Ph2-1980	50,000 1,000 850	50,000 1,000 850

9. **All work** by firms or Joint Venture members **currently being performed directly for Federal agencies**

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Agency (Responsible Office) Name & Address	d. Percent complete	e. Estimated Cost (In Thousands)	
				Entire Project	Work for which firm is responsible

Standard Form 255 July 1975
Prescribed By GSA Fed Proc Reg (41 CFR) 1-16 803

10. Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project

For the past 23 years, Carol R. Johnson and Associates, Inc., a Cambridge-based landscape architectural firm, has offered comprehensive services in landscape architecture, site planning, site engineering and environmental planning. Sensitive design with respect to the landscape, sound solutions in complicated urban or rural environments, and ongoing site analysis of physical constraints which would deny access are characteristic of the firm's approach to all projects, whether they be for municipalities, corporations and industry, institutions (schools, hospitals, churches), or the federal government. The firm is currently providing landscape design services for several private and government-related housing projects in New England. The projects range from site planning for new dormitories at Loring AFB, Maine (including studies for passive solar facilities to conserve energy); to landscape design and site improvements for several condominium conversion projects (among them conversions of a former school, a church, a hospital, and a hotel-resort); and landscape improvements to university dormitory facilities, both at Colby College in Waterville, ME, and at the Harvard Business School in Cambridge, MA. Specific services provided range from complete site planning to grading, drainage, paving, planting and site lighting, cost estimating and design of recreational sports facilities.

The firm's staff of professional designers can provide in-house services from initial design goal formulation through preparation of working drawings and specifications for site construction, to site construction contract administration and supervision, site maintenance program planning and maintenance cost estimating.

Carol R. Johnson and Associates, Inc. has worked for many years as direct consultant to both architects and developers in the greater Boston area. It is currently associated with Goody, Clancy & Associates on the Parkway Project, the conversion of the former Women's Free Hospital in Brookline into luxury condominium housing, where the firm is responsible for planting design and general site development.

CRJ&A has also long been identified with waterfront landscape design and development. It is currently involved with two large scale waterfront/urban design efforts in the greater Boston area. The firm is serving as project landscape architect for Lechmere Canal and Square in East Cambridge, a project involving the reclamation of the canal area and mixed use development for 5.6 acres of land. The development will give access to the Charles River and will create pedestrian corridors from relocated transit facilities, and a waterfront park. The second waterfront project now under way is Shipyard Quarters, on the former Charlestown Navy Yard site. When complete, the project will include 58 acres of restored brick and granite structures for waterfront residence, a 550 boat marina, recreational facilities and a waterfront park. CRJ&A is responsible for design of the waterfront promenade and the re-design of three of the original Navy piers for the new marina and recreational uses. The public promenade is designed with viewing platforms, seating and sun canopies.

CRJ&A develops each project as a unique problem. It works hard to achieve the highest possible aesthetic standards within the practical constraints each new project presents. Functional requirements such as permanence of installation, design for vandalism, ease of maintenance and access are given fullest consideration. The design philosophy strives to establish a harmony with the existing character of the landscape, whether urban or rural, and to satisfy barrier-free requirements which provide the handicapped, the disabled and the elderly with access to all facilities.

Carol R. Johnson and Associates, Inc. is a woman-owned small business enterprise.

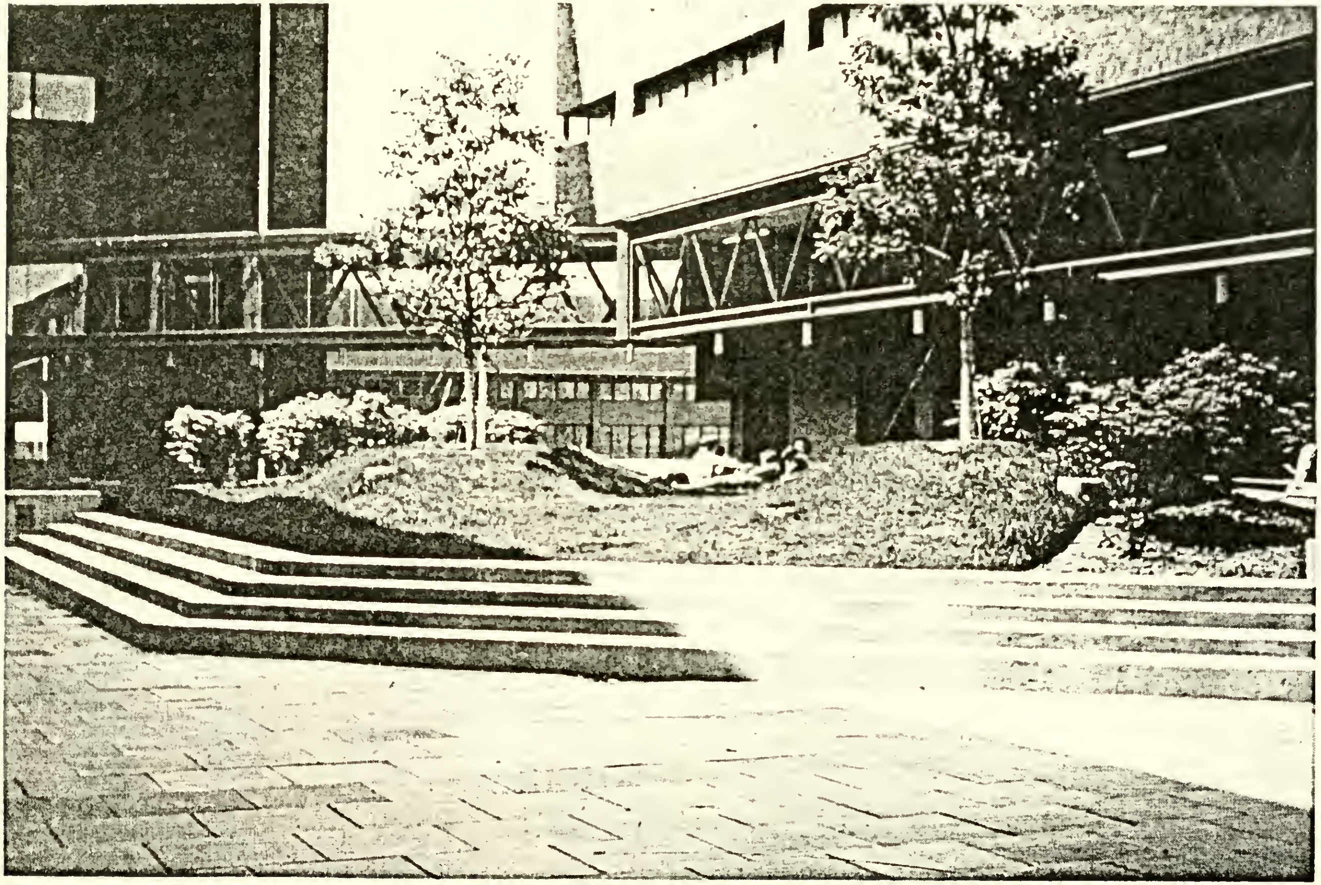
11. The foregoing is a statement of facts.

Signature: ______ Typed Name and Title: Carol R. Johnson, President

Date: October 7, 1982

UNIVERSITY OF MASSACHUSETTS, COLUMBIA POINT
Boston, Massachusetts

Carol R. Johnson and Associates has prepared site plans for two projects at the new University of Massachusetts campus. As consultants to Cambridge Seven Associates the firm advised on basic site problems of one of the main colleges and designed the linear east-west plaza of the campus. As consultants to Anderson Notter Associates the firm has prepared site plans for a seven acre site adjacent to the proposed physical education building and a new plaza development connecting with the other plazas now existing.



PINE GROVE VILLAGE
Brockton, Massachusetts

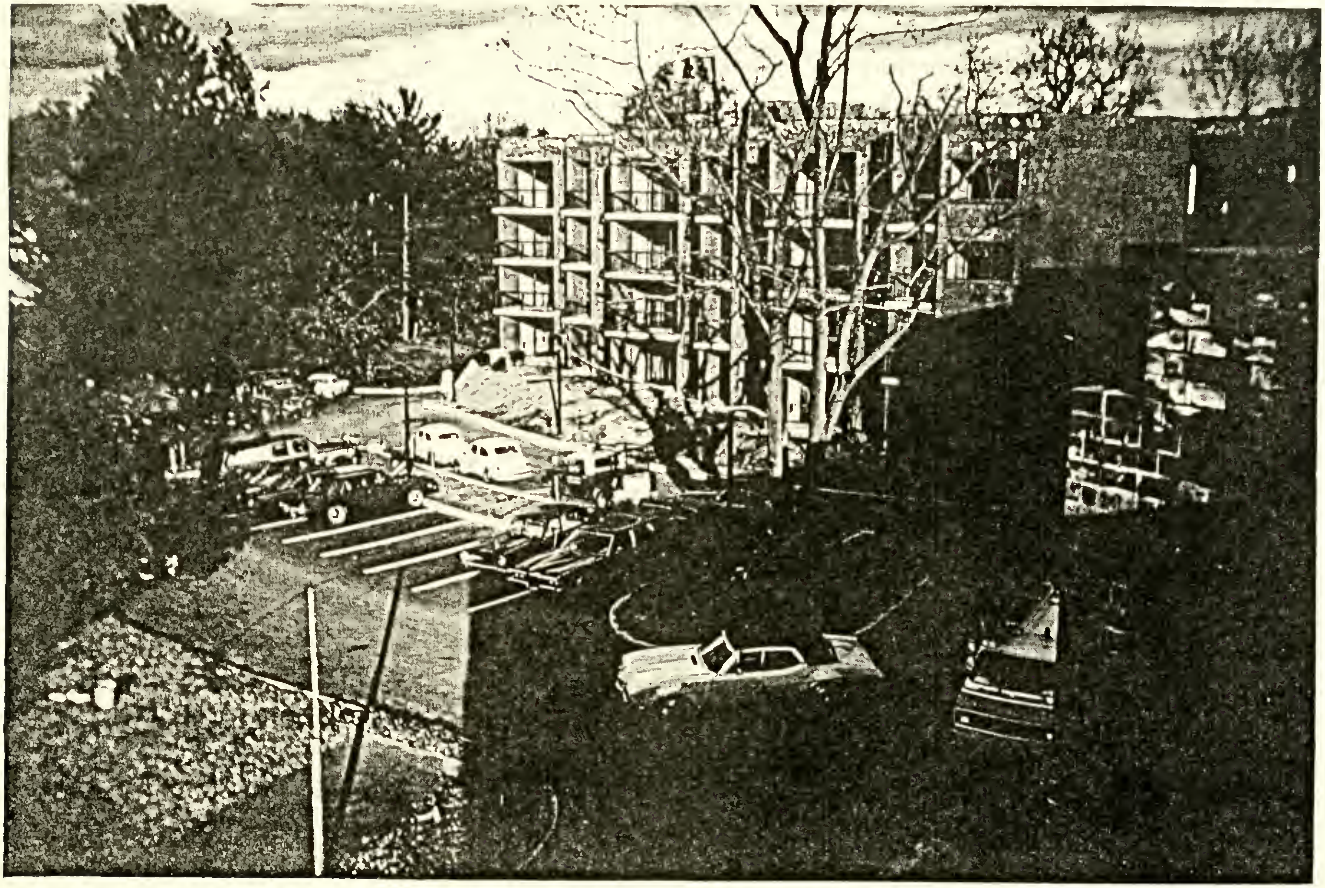
Pine Grove Village is a housing development in Brockton, Massachusetts, financed by the Massachusetts Housing Finance Agency. Carol R. Johnson and Associates, Inc. provided consultant design services and site supervision for landscape development of the inner courtyards, play areas and general planting areas. The design goal for the courtyards was to provide an attractive green space which would be easy to maintain and would satisfy necessary requirements for circulation, passive recreation and children's play.

CAROL R. JOHNSON AND ASSOCIATES, INC.

GREENWICH ELDERLY HOUSING
Greenwich, Connecticut

Greenwich Housing for the Elderly is an unusual development of mid-rise housing close to downtown Greenwich, Connecticut. The buildings are set upon the sloping site at different elevations to give character, identity and a close relationship to the land.

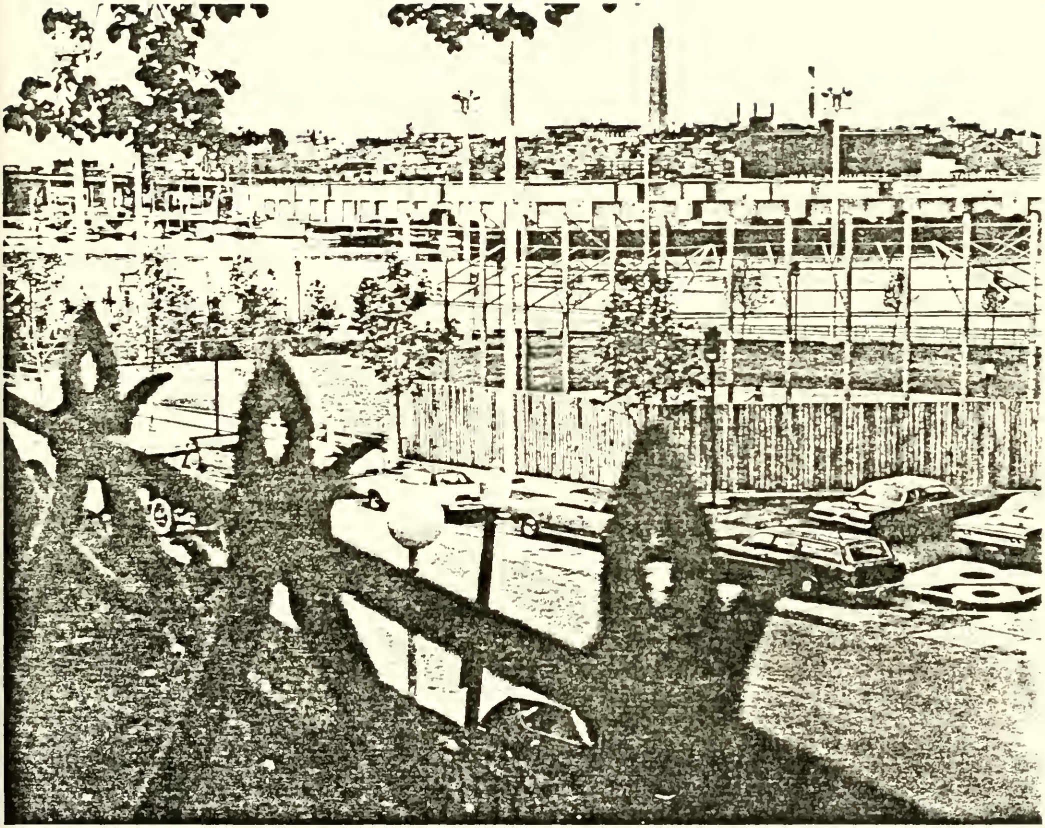
Carol R. Johnson and Associates, Inc. designed the arrival parking and interior courtyard which gives access to the different units. Retaining walls make the changing slopes minimal for pedestrian use and provide a maximum amount of light in the units. Planting was designed to give a sense of a New England common.



NORTH END PARK
Boston, Massachusetts

North End Park was being developed as a neighborhood focus within Boston's waterfront improvement area. The park is comprised of three separate development parcels which are interrelated elements of an overall master plan. As consultant to the Public Facilities Department, Carol R. Johnson and Associates prepared the sketch master plans which established a framework for the total development program. Preliminary planning meetings were held with local residents to establish user goals and preferences.

The final design for the initial development parcel emphasized a strong orientation to the water's edge through the use of granite seawalls and waterfront promenades which give news of the masts of the Ship Constitution, Bunker Hill Monument, and the historic North End. Additional design elements include a lighted ballfield, a children's play area, and a variety of sitting areas. Throughout the park a conscious effort has been made to use materials and details which are sympathetic to the historic and nautical character of the area. The design of the waterfront light by Carol R. Johnson and Associates is being used on other waterfront projects in Boston.



SHIPYARD QUARTERS
Immobiliare New England, Developer
Charlestown, Massachusetts

Shipyard Marina, the waterfront parcels and piers in the Shipyard Quarters development, is planned as a 550 boat marina in Boston's inner harbor. This private development incorporates public access with harborside amenities. Carol R. Johnson and Associates, Inc. has provided landscape development plans for permanent and temporary development of the waterfront promenade and piers, the first phase of which is complete.

Included in Phase I is the development of Pier 6, extending 650 feet into Boston Harbor, and the public boardwalk promenade which stretches 800 feet along the waterfront. Pier 6 gives access to 150 marina slips through gates, provides controlled auto access and parking. Its public promenade, designed by Carol R. Johnson and Associates, with viewing platforms, seating and sun canopies, allows a panoramic view of the Boston Harbor and skyline. Railings, decking, planting, night lighting and marine security gates were designed by Carol R. Johnson and Associates.

Phase 2 is the development of Pier 5 as a seven court tennis club with clubhouse facilities and controlled access. Planters and benches enhance the wooden deck areas where players may relax and enjoy the scenic views.

REVERE BEACH RESERVATION PARK
Revere, Massachusetts

After final land acquisition is completed, Revere Beach Reservation will include approximately three miles of ocean beach and twenty-five acres of adjoining parkland. As consultants to the Metropolitan District Commission, Carol R. Johnson and Associates, Inc. prepared a Master Plan for the development of the entire Reservation and also designed one portion of the Master Plan area as an early construction phase. This section of the park serves as a major entrance node to the Reservation, connecting Revere Beach Subway Station with an historic bandstand and the beach.

The character of the new Reservation will be as natural as possible with an emphasis on densely planted indigenous vegetation, views out over the ocean, and passive recreation. Site improvements for the linear park include winding paths for biking, walking and jogging, benches, lighting and play areas, wood pergolas and a boardwalk by the seawall. A small amusement area with a restored antique carousel, bath houses, a permanent food concession, and lifeguard facilities are also proposed features along the beachfront. Several recommendations which have been analyzed in detail through the Master Plan are major resanding of the Revere beach, reconstruction of the seawalls, and restoration of the historic beach pavilions. Finally, flood control and drainage solutions have been devised to handle normal storm water as well as the large volume of flood waters overtopping the seawall.

CAROL R. JOHNSON AND ASSOCIATES, INC.

DEVELOPMENTS UNDER CONSTRUCTION

A. Under Construction

John Marshall Park	75% Complete	Marion Pressley
Kendall Square	10% Complete	Tom Kirvan

B. Under Design

Beth Israel Hospital	90% Complete	David Madison
Black and Decker Manufacturing Company	95% Complete	Harry Fuller
Cambridge City Dump	50% Complete	John Gustavsen
Charles Street Jail	30% Complete	Tom Kirvan
Lechmere Canal and Park	50% Complete	Bill Taylor
Porter Square MBTA Station	90% Complete	Tom Kirvan
Portsmouth Abbey/School	75% Complete	John Copley
St. Ann's Hospital (Under Construction)	80% Complete	Tom Kirvan
Unicorn Park Planting (Under Construction)	90% Complete	John Gustavsen

Carol R. Johnson & Associates, Inc.

Landscape Architects
Site Planners

15 Mount Auburn Street
Cambridge Mass 02138
(617) 868-6115

Breakdown of Staff by Racial and Gender Categories

Female, White

Carol R. Johnson, President
Marion Pressley, Vice President
Ruth Loetterle, Key Personnel
Diane Arnold, Design Staff
Judy Hanks-Henn, Design Staff
Jennifer Jones, Design Staff
Rhonda Postrel, Librarian
Anne English, Bookkeeper
Mary Alice Van Sickle, Marketing/Bookkeeping
Diana Riley, Administrative Secretary
Ann Tweed, Word Processing Typist — Subtotal = 11 (42%)

Female, Asian

Trudi Takayama Hofmann, Associate — 1 (4%)

Male, White

John Gustavsen, Vice President
Thomas Kirvan, Vice President
Gerald Brown, Associate
Kenneth Crasco, Associate
Harry Fuller, Associate
William Taylor, Associate
John Copley, Key Personnel
Lyle Folkestad, Key Personnel
David Madison, Key Personnel
John Ryther, Key Personnel
Richard Kattman, Key Personnel
Randy Sorensen, Key Personnel
Paul Levenson, Engineer — Subtotal = 13 (50%)

Male, Hispanic

Fernando Hernandez, Design Staff — 1 (4%)

Total 26 (100%)

AFFIRMATIVE ACTION STATEMENT OF THE ARCHITECTURAL FIRM OF CAROL R. JOHNSON AND ASSOCIATES, INC.

The firm of Carol R. Johnson and Associates declares that it is our policy to select employees on the basis of qualifications without regard to race, creed, color, national origin or sex. By our actions we intend to set an example of performance for other firms both in our community and within the profession to achieve a goal of equal employment opportunities for all.

The firm intends to promote practices that will provide meaningful positions at all staff levels and will maintain employment, recruitment, training, promotion and placement practices that are non-discriminating and fair for all minority groups. We are confident that our goal of equal opportunities in employment can be achieved while maintaining our professional standards. The officer in charge of personnel is charged by the firm with the direct responsibility for disseminating information regarding the firm's affirmative action policy and objectives and for developing and implementing this policy in conformity with all applicable state and federal standards.

The interest and support of all firm members are necessary for the successful achievement of the desired results in accordance with the law.

The policies and actions of the firm for effective implementation of the Affirmative Action Policy are outlined below so that each member of the staff and each team leader may be able to consider his or her own individual responsibility.

I. Dissemination of the Policy - The firm's affirmative action policy will be communicated by:

   A. Posting conspicuously on bulletin boards.
   B. Regular periodic discussions in internal management.
   C. Distribution of pertinent information on equal employment as to project placement and compensation to employees, and to employment agencies and other communications media.
   D. Publication and circulation of appropriate material in Job Captain manuals and information bulletins.

II. Implementation of the Policy

   A. The Officer in charge of personnel is now and will continue to be responsible for implementing the firm's personnel policies which include those relating to employment, promotion, recruiting, compensation and termination. He is further charged with the responsibility of supervising and measuring performance and implementation of these policies and systematic follow-up.

B. All officers, Job Captains and Department Heads will be responsible for implementing the firm's affirmative action policies and for cooperating with the Officer in charge of personnel in implementing the policy on Equal Employment Opportunity.

III. Recruiting and Placement

A. As may be necessary to the personnel needs of the firm:
   1. The firm will continue its efforts to recruit the best qualified applicants for positions on its staff regardless of race, creed, color, national origin or sex. All qualified applicants will be given equal consideration for openings in all categories for which the firm hires.
   2. The firm will continue to inform its employment sources in writing of its nondiscrimination policy and will recruit applicants from schools, colleges, employment agencies and other sources where qualified minority group members may be available and also forward to those institutions a copy of the firm's affirmative action program.
   3. Optimum use of available minority communications media will be made.

IV. Transfer, Promotion and Lay-Off

A. The firm will maintain careful measures, including periodic review to insure that all qualified employees will continue to receive equal consideration when opportunities for transfer or promotion occur without regard to race, creed, color, national origin or sex.

B. The firm will apply equally careful measures to insure that all employees are given consideration in case of any reduction of staff, without regard to race, creed, color, national origin or sex.

V. Training

A. As may be necessary, the firm will initiate and make available job training and work study programs to upgrade minority employees at all levels and throughout the firm.

B. The firm will join with other local employers on a community basis to establish the kind of meaningful and protective job-oriented training programs that minority persons need to qualify for jobs and promotion possibilities.

C. The firm will initiate follow-up mechanisms to insure that all graduates of training programs are placed or promoted.

VI. Compensation and Employee Benefits - The firm will administer its compensation and employment benefits without regard to race, creed, color, national origin or sex, according to law.

VII. Facilities - The firm will maintain its facilities on a non-segregated basis.

VIII. Evaluation of Progress - Periodic progress reports and follow-up on implementation will be made by the firm to those state and federal agencies which have been assigned responsibility to implement non-discrimination by government contractors and sub-contractors. The firm will:

A. Participate in programs with local community organizations such as OIC, Urban League, ABCD, etc.
B. Encourage employees' participation in local minority group projects where their professional skills and expertise can be utilized.

MASTER SITE PLANNER

Sasaki Associates

Sasaki Associates, Inc. is a full-service firm which offers professional services in planning, architecture, landscape architecture, urban design, civil engineering, and environmental services. Master planning and landscape architecture services were the basis on which our firm was formed 25 years ago, and we have been fortunate to enjoy a growing practice of distinguished clients and projects throughout the United States and abroad.

In the formative stage of the project, prior to design, we have been especially successful in assisting our clients study the development potential for buildings or sites, consider alternatives for development, and assess the environmental impact as required by regulatory agencies in the often extremely complicated process of seeking necessary contract approvals. Due to our extensive design and construction experience we are able to provide services during these early stages that focus on the critical issues, thereby efficiently providing the necessary information for decision making.

Our task is to understand the opportunities and constraints that influence the solution, and to design a facility or develop a site of excellence to achieve these goals.

Sasaki Associates is currently involved with CMJ in the development of the adjacent Columbia Point parcel known as Bayside Mall. Our activity on this project makes our firm especially well-qualified for the task of creating a sound comprehensive planning approach for a revitalized residential community with access to a significant portion of the peninsula's treasured waterfront resources.

OMB Approval No. 29-RO234

STANDARD FORM (SF) 254
Architect-Engineer and Related Services Questionnaire

1. Firm Name / Business Address:
SASAKI ASSOCIATES, INC.
64 Pleasant Street
Watertown, MA 02172

1a Submittal is for ☒ Parent Company ☐ Branch Office

2. Year Present Firm Established: 1953

3. Date Prepared: October 15, 1981

4. Type of Ownership:

4a. Minority Owned ☐ yes ☒ no

5. Name of Parent Company, if any:

5a. Former Firm Name(s), if any, and Year(s) Established:

Sasaki, Dawson, DeMay Associates, Inc.	1964-1974
Sasaki, Walker Associates, Inc.	1958-1964
Sasaki and Associates	1953-1958

6. Names of not more than Two Principals to Contact: Title / Telephone

1) Paul Gardéscu, President	617/926-3300
2) David M. Hirzel, Executive Director	617/926-3300

7. Present Offices: City / State / Telephone / No. Personnel Each Office

Watertown, Massachusetts	617/926-3300
Coral Gables, Florida	305/443-2374
Washington, DC	202/362-9167

7a Total Personnel 207

8. Personnel by Discipline:

35 Administrative
44 Architects
__ Chemical Engineers
17 Civil Engineers
__ Construction Inspectors
13 Draftsmen
2 Ecologists
__ Economists
__ Electrical Engineers
__ Estimators
1 Geologists
2 Hydrologists
__ Interior Designers
44 Landscape Architects
__ Mechanical Engineers
__ Mining Engineers
__ Oceanographers
11 Planners: Urban/Regional
1 Sanitary Engineers
1 Soils Engineers
1 Specification Writers
1 Structural Engineers
1 Surveyors
6 Transportation Engineers
4 Field Representatives
2 Environmental Specialists
2 Graphic Designers
5 Office Services Staff
10 Urban Designers
3 Traffic Analysts
1 Systems Analyst

9. Summary of Professional Services Fees Received: (insert index number)

Last 5 Years (most recent year first)

	19 80	19 79	19 78	19 77	19 76
Direct Federal contract work, including overseas	2	2	2	2	2
All other domestic work	7	6	6	6	6
All other foreign work*	4	4	3	3	2

*Firms interested in foreign work, but without such experience, check here: ☐

Ranges of Professional Services Fees

INDEX	
1	Less than $100,000
2	$100,000 to $250,000
3	$250,000 to $500,000
4	$500 000 to $1 million
5	$1 million to $2 million
6	$2 million to $5 million
7	$5 million to $10 million

10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 008	5	1,000	11) 048	8	400	21) 088	15	2,500
2) 010	2	100	12) 049	1	500	22) 089	10	1,500
3) 019	4	2,000	13) 050	20	3,500	23) 092	10	2,000
4) 028	15	500	14) 055	20	350	24) 103	5	300
5) 029	10	3,500	15) 059	200	10,000	25) 104	15	300
6) 030	5	1,000	16) 060	3	1,000	26) 107	50	1,500
7) 033	25	2,000	17) 072	20	7,000	27) 110	40	3,000
8) 039	8	1,000	18) 078	25	2,100	28) 114	15	500
9) 046	25	3,000	19) 079	25	3,000	29) 117	25	1,500
10) 047	12	750	20) 084	1	500	30) 201	10	1,000

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
008	P	1 Theater Arts Building Chestnut Hill, MA	Boston College 140 Commonwealth Avenue Chestnut Hill, MA 02167	$ 4,250	1981
010	JV	2 Ramapo College Handicapped Dormitory Mahwah, NJ	State of New Jersey Division of Building Construction PO Box 1243 Trenton, NJ 08625	450	1978
019	P	3 Operations Center Framingham, MA	First National Bank of Boston 100 Federal Street Boston, MA 02106	45,000	1983
028	P	4 State Park at Rockwood Hall Mount Pleasant, NY	NY State Office of Parks & Recreation 17th Floor/Agency Building No. 1 Empire State Plaza, Albany, NY 12238	195 (fees)	1978
029	JV	5 Ramapo College of New Jersey Mahwah, NJ	State of New Jersey Division of Building Construction PO Box 1243 Trenton, NJ 08625	25,000	1979
030	P	6 Analogic Corporation Peabody, MA	Minton Construction Co. Revere, MA 02151	25,000	1982 (Phase I)
033	P	7 1984 Summer Olympics EIS and Permit Applications Los Angeles, CA	City of Los Angeles Department of Recreation and Parks 200 North Main Street	80	1980

039	JV	8 Parking Garage Milwaukee, WI	Northwestern Mutual Life Insurance Co. 720 East Wisconsin Avenue Milwaukee, WI 53202	$ 3,700	1978
046	P	9 State University of NY at Buffalo Roads Amherst, NY	State University Construction Fund PO Box 1946 Albany, NY 12210	40,000	1981
047	C	10 Billings Farm Woodstock, VT	The Woodstock Corporation One The Green Woodstock, VT 05091	3,800	1981
048	P	11 Mayo Clinic Rochester, NY	Mayo Clinic Rochester, NY	75 (Annual fees)	Ongoing
049	P	12 Bedford Glen Hotel Bedford, MA	Trident Development Corporation One Wells Avenue Newton, MA 02159	500 (fees)	1981
050	P	13 Le Rivage Key Biscayne, FL	Key Biscayne Development Associates 125 DE 15th Lane Miami, FL	165,000	1985
055	P	14 State University of NY at Buffalo Amherst, NY	State University Construction Fund PO Box 1946 Albany, NY 12210	18,500	1977
059	P	15 Pennsylvania Avenue Landscape Improvements Washington, DC	Pennsylvania Avenue Development Corp. 425 13th Street, NW Washington, DC 20004	399 (fees)	1980 Ongoing
060	JV	16 Ramapo College of New Jersey Library Mahwah, NJ	State of New Jersey Division of Building Construction PO Box 1243 Trenton, NJ 08625	3,500	1978
072	P	17 Chubb Corporate Headquarters Warren Township, NJ	Bellemead Development Corporation Lyndhurst, NJ 07071	65,000	1983
078	P	18 Master Plan The Hammocks New Community	Genstar Southern Development Corp. 9200 South Dadeland Blvd. Penthouse II Miami, FL 33156	420 (fees)	1980 Ongoing
079	P	19 Master Plan State University of NY at Buffalo Amherst, NY	State University Construction Fund PO Box 1946 Albany, NY 12210	800	1980

084	P	20 North Central Correctional Center Gardner, MA	Department of Correction Saltonstall Building 100 Cambridge Street Boston, MA 02108	$ 7,000	1982
088	P	21 Promenade Park Toledo, OH	City of Toledo 312 Safety Building 525 N. Erie Street Toledo, OH 43624	8,500	1982
089	JV	22 South Office Buiding Renovation Milwaukee, WI	Northwestern Mutual Life Insurance Co. 720 East Wisconsin Avenue Milwaukee, WI 53202	33,000	1982
092	P	23 Kuwait Waterfront Edge Protection Kuwait	Municipality of Kuwait Kuwait	100,000	1987
103	P	24 Lexington Pools Lexington, MA	Permanent Building Committee 1625 Massachusetts Avenue Lexington, MA 02173	700	1980
104	C	25 McDonald's Corporate Headquarters Oak Brook, IL	McDonald's Corporation One McDonald's Plaza Oak Brook, IL 60521	8,500	1983
107	P	26 Buffalo Regional Center Studies Buffalo, NY	Department of Community Development Room 900, City Hall Buffalo, NY	400 (fees)	1982
110	P	27 Boston Harbor Study Boston, MA	Boston Redevelopment Authority City Hall Boston, MA	125 (fees)	1979
114	P	28 New Seabury Mashpee, MA	New Seabury Corporation Drawer A Mashpee, MA 02649	140 (fees)	1981
117	P	29 Princeton Forrestal Center Princeton, NJ	Princeton University Princeton, NJ	550 (fees)	Ongoing
201	P	30 Old Fort Bay New Providence Island Bahamas	New Providence Island Dev. Co., Ltd. PO Box 4820 Nassau, Bahamas	158,000	1994

12. The foregoing is a statement of facts

Signature:

Typed Name and Title: Paul Gardescu, President

Date: October 15, 1981

OMB Approval No 29 R0235

STANDARD FORM (SF)
255
Architect-Engineer Related Services for Specific Project

1 Project Name / Location for which Firm is Filing

Columbia Point Peninsula
Boston, MA

2a Commerce Business Daily Announcement Date, if any

2b. Agency Identification Number, if any

3 Firm (or Joint Venture) Name & Address

Sasaki Associates, Inc.
64 Pleasant Street
Watertown, MA 02172

Sasaki Associates, Inc.
353 Alcazar Avenue
Coral Gables, FL 33134

Sasaki Associates, Inc.
2910 M Street, N.W.
Washington, D.C. 20007

3a Name, Title & Telephone Number of Principal to Contact

Kenneth DeMay
Principal
(617) 926-3300

3b. Address of office to perform work, if different from Item 3

4. Personnel by Discipline:

35 Administrative
44 Architects
__ Chemical Engineers
17 Civil Engineers
__ Construction Inspectors
13 Draftsmen
2 Ecologists
__ Economists

__ Electrical Engineers
__ Estimators
1 Geologists
2 Hydrologists
__ Interior Designers
44 Landscape Architects
__ Mechanical Engineers
__ Mining Engineers

__ Oceanographers
11 Planners: Urban/Regional
1 Sanitary Engineers
1 Soils Engineers
1 Specification Writers
1 Structural Engineers
1 Surveyors
6 Transportation Engineers

4 Field Representatives
2 Environmental Spec.
2 Graphic Designers
5 Office Service Staff
10 Urban Designers
3 Traffic Analysts
1 Systems Analyst
207 Total Personnel

5. If submittal is by Joint-Venture list participating firms and outline specific areas of responsibility (including administrative, technical and financial) for each firm:
(Attach SF 254 for each if not on file with Procuring Office.)

5a. Has this Joint-Venture previously worked together? ☐ yes ☐ no

6. Outside Key Consultants/Associates Anticipated for this Project (Attach SF 254 for Consultants/Associates Listed, If not already of file with the Procuring Office)

Name & Address	Specialty	Worked with Prime before (Yes or No)
1)		
2)		
3)		
4)		
5)		
6)		
7)		
8)		

7. Brief Resume of Key Persons, Specialists, and Individual Consultants Anticipated for this Project

a. Name & Title: Kenneth DeMay, Principal and Director of Washington, DC Operations

b. Project Assignment: Principal-in-Charge

c. Name of Firm with which associated: Sasaki Associates, Inc.

d. Years experience: With This Firm 21 With Other Firms 5

e. Education: Degree(s) / Year / Specialization
Master of Architecture, 1958
Bachelor of Architecture, 1956

f. Active Registration: Year First Registered/Discipline
NCARB, 1965
Architect, 1962

g. Other Experience and Qualifications relevant to the proposed project: 'Responsible for $116 million of buildings completed, $48 million of buildings under construction, $40 million of buildings either in design or awaiting construction & $130 million of buildings projected as later phases of current projects. Key responsibility on large buildings for office, campus & laboratory institutions during the last 12 years. Recent projects for which he has been Project Director Participating Principal for architectural services: 500,000-volume library & master planning for Providence College, Providence, RI; the entire Ramapo College in Mahwah, NJ; Capen Hall, a multi-use building including 3 libraries for State University of NY at Buffalo; science & dormitory complexes & long-range master plan for University of Rochester, NY; & 241,000-sq.ft. Fine Arts Center for University of Virginia in Charlottesville. Mr. DeMay has also been Project Director & Designer for Hillandale, a 268-unit townhouse/single-family development, and for McLean Gardens, a 43-acre mixed-use community development, both in Washington, DC.

a. Name & Title:

b. Project Assignment:

c. Name of Firm with which associated:

d. Years experience: With This Firm ___ With Other Firms ___

e. Education: Degree(s) / Years / Specialization

f. Active Registration: Year First Registered/Discipline

g. Other Experience and Qualifications relevant to the proposed project:

8. Work by Firm or Joint Venture Members which Best Illustrates Current Qualifications Relevant to this Project (List not more than 10 Projects)

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Owner's Name & Address	d. Completion Date (actual or estimated)	e. Estimated Cost (in thousands) Entire Project	Work for which Firm was/is responsible
(1) Claflin Park Newtonville, MA	25-unit condo development for complete reno and exterior restoration of 19th century school house and construction of 2 town house buildings.	Claflin Park Associates 311 Walnut Street Newtonville, MA 02160	1981	$1,900	$1,900
(2) The Villages at Montpelier Laurel, MD	Architectural services for the rehabilitation of 624 apartment units.	South Laurel Apts Limited 1111 30th St. N.W. Suite 104 Washington, D.C. 20007	1983	$12,000	$250
(3) Akron-O'Neil South Akron, Ohio	Planning, architecture, LA and civil engineering services for housing and park development on the Ohio-Erie Canal	City of Akron, Department of Planning and Urban Development 505 Municipal Building Akron, Ohio	1984	$3,000	$240 (fees)
(4) Broadway Project Louisville, Kentucky	Planning, urban design, architectural & landscape architectural services for a 12-acre mixed-use development.	Broadway Project Corporation 339 West Broadway Louisville, KY 40202	1987	$154,000	$63,000
(5) The Hammocks New Community Dade County, FL	Planning & site design for 1,000-acre residential community-major dredging and landfill.	Abbey Glenn Property Corp. 4 Avenue of Americas New York, NY	Master Plan 1975 currently under construc.	NA	$320 (fees)
(6) Le Rivage Key Biscayne, FL	Master planning, architecture & LA services for new residential community on 43-acre waterfront site	Key Biscayne Development Associates 104 Crandon Blvd. Key Biscayne, FL	1985	$165,000	$2,400
(7) Costain Waterways Dade County, FL	Master plan and arch. services for a 3,677-unit community on Intracoastal waterway in Dade County including 20-acre boat basin and marina.	Costain Limited 4881 Young Street Willowdale, Toronto, Ontario	1984	NA	$200 (fees)
(8) Newburyport Historic Renewal Area Newburyport, MA	Master plan, landscape architectural, civil engineering for CBD bulkhead and waterfront park.	Newburyport Redevelopment Authority, Old Customs House Water St. Newburyport, MA 01950	1981	NA	$3,500 (construc.)
(9) Southwest Corridor Boston, MA	Landscape arch. & civil engineering, design & contract documents for park & streetscape along Orange Line transit corridor community participation in planning.	Mass. Bay Transit Authority 500 Arborway Boston, MA 02130 (with Frederick J. Harris, Inc.)	1982	$400,000 (constr.)	$7,000 (fees)
(10) South Office Building Renovation	Architectural, LA & interior design svcs. for 1913 office building as	Northwestern Mutual Life Insurance Company	1981	$28,000	$28,000

9. All work by firms or Joint Venture members currently being performed directly for Federal agencies

a. Project Name & Location	b. Nature of Firm's Responsibility	c. Agency (Responsible Office) Name & Address	d. Percent complete	e. Estimated Cost (In Thousands)	
				Entire Project	Work for which firm is responsible
Beltsville Agricultural Research Center Beltsville, Maryland	Long range development plan for 8,200-acre research center.	U.S.Department of Agriculture Beltsville, Maryland	95%	NA	$120 (fees)
Pennsylvania Avenue Washington, D.C.	Overall coordination of landscape improvements for Pennsylvania Avenue from the Capitol to the White House.	Pennsylvania Avenue Development Corporation Suite 1148, 425 13th St.,NW Washington, D.C.	Ongoing	NA	$240 (fees)

10 Use this space to provide any additional information or description of resources supporting your firm's qualifications for the proposed project

Services

SA is a planning and design firm offering comprehensive professional services in planning, architecture, landscape architecture, civil engineering, and environmental science. Active since 1953, SA is a pioneer in the multi-disciplinary approach to environmental planning and design. This approach insures that environmental qualities are enhanced within the framework of financial, technical and community considerations. SA often acts in the role of coordinator to insure that the program elements and physical aspects are mutually supportive and further the established public policy and management goals.

SA provides a broad range of studies from initial planning feasibility to construction. These include:

- Regional Analysis
- New Community Planning
- Land Use/Circulation Planning
- Environmental Impact Studies
- Institutional Planning
- Zoning Regulatory Studies
- Infrastructure Planning
- Urban Design
- Landscape Design/Construction
- Site Design/Construction
- Engineering Design/Construction
- Architectural Design/Construction

Staff Resources

SA's emphasis on the multi-disciplinary approach requires a professional staff which is not only trained in a particular field, but experienced in other areas through collaboration with other disciplines. Key staff members at SA are professionally trained in city planning, landscape architecture, architecture, or engineering and many are formally trained in more than one discipline.

The composition of the staff, now numbering over 100, also reflects the multi-disciplinary approach which has come to characterize the firm. A balanced organization exists with substantial representation of each of the major disciplines. The professional training and experience of lead personnel demonstrates the depth and complementary nature of SA's staff.

Experience

During the past two decades, SA has undertaken a broad range of projects for a variety of public and private clients. Active involvement has verified our professional judgement that, although each project is different and requires its own unique solution, the process which results in that solution is similar for all. Our ability to respond to the needs of a project in a logical and systematic manner has matured and been broadened by the cumulative experience of each new task.

SA is particularly experienced with public use building, materials handling systems, pre-engineered structures, laboratory/work space facilities, and knowledge of local authorities and regulations. With this experience, we feel that SA and its proposed consultants are especially qualified to provide architectural/engineering services for your headquarters complex.

11. The foregoing is a statement of facts.

Signature: Paul Gardescu Typed Name and Title: Paul Gardescu, President

Date: October 12, 1982

The following list of completed projects illustrates experience relevant to the Columbia Point Penninsula Development. We are currently involved in the planning and design of several projects such as the First National Bank of Boston's Office and Administrative Complex, expansion of Western Wyoming College in Rock Springs, development of a 15-acre riverfront park for the City of Toledo, and an action program for the redevelopment of downtown Buffalo.

SELECTED PROJECTS: ARCHITECTURAL RENOVATION PLANNING AND DESIGN

BROADWAY PROJECT - Louisville, Kentucky

Sasaki Associates, Inc. is providing planning, urban design, architectural and landscape architectural services for a 12-acre redevelopment project in downtown Louisville, Kentucky. The development program includes the adaptive re-use of the historic landmark Brown Hotel complex for hotel, office, and related activities. Also included in the plan are 1,500 units of housing; approximately 470,000 square feet of high quality office space; an estimated 180,000 square feet of commercial and retail space; and implementation of a major east-west open space system to complement and extend River City Mall within the project area. For the Broadway Project Corporation.

DOWNTOWN-WATERFRONT REVITALIZATION PROGRAM - Lynn, Massachusetts

Preparation of a revitalization plan and an Urban Development Action Grant (UDAG) application for Lynn's underused and decaying downtown waterfront area. An innovative mix of public and private development activities and investments are being brought together in the project area, including the renovaton and recycling of existing loft space for housing and compatible light industrial uses to be funded by a UDAG. The project also includes development of an urban campus of the North Shore Regional Community College and the provision of pedestrian malls, plazas, and a major waterfront park under the Massachusetts Heritage State Park program along with adjacent privately developed boating and commercial activity. Construction of a major intermodal transit station and parking garage at the existing Central Square rail station is planned in conjunction with the extension of MBTA rapid transit service from Boston. SA is providing continuing project management and coordination services during the detailed planning and implementation phases. With Urban Consulting Associates. For the City of Lynn Department of Community Development.

NEWBURYPORT REDEVELOPMENT - Newburyport, Massachusetts

Development of a master plan and landscape architectural and civil engineering services for restoration of the 23-acre historic downtown waterfront area of Newburyport. Plazas, one-way streets and lighting improvements are

being made using traditional materials, brick and granite. The intent is to establish a contemporary theme complementing the historic, Federalist architecture being resotred by private developers. For the Newburyport Redevelopment Authority.

NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY - SOUTH OFFICE BUILDING RENOVATION - Milwaukee, Wisconsin

Sasaki Associates, Inc. provided full architectural services for the renovation of a 1913 office building as part of an expansion plan for the Northwestern Mutual Life Insurance Company Home Office. The former general office building is suitable for special executive, public, and personnel functions which do not require the flexibility of a modern office facility. Recognizing the quality and the identity of the Neoclassical building, the design scheme emphasizes this structure as the corporate headquarters and the "front door" to the entire complex.

The focal point of the design is created by a new glass enclosed atrium at the center of the "U-shaped" building. Opening into this space at various above-grade levels are the employees' cafeteria, an agents' training center, executive offices and other special corporate services. The below-grade level houses mechanical equipment and a new physical fitness facility.

A 1930 addition to the building is to be demolished and the exterior granite facades are to be rebuilt to original design. Granite is to quarried from the original Vermont Quarry which supplied the project in 1912. Original drawings were used to hand carve the new granite segments needed for two entire facades of the building. Terra cotta portions of the building are to be fabricated to match the existing relief details. Molds of the original segments will be cast so that exact duplication is achieved. Methods for cleaning the building have been researched and sample tests actually made on the building. Considerations concerning cleaning the granite facades are: stone discoloration, decomposition of weathered surface, protection of non-stone components, uniformity of color, and environmental pollution. Brush scrubbing with a multi-blend detergent has proven most successful. Building cleaning, tuck-pointing of new and existing mortar joints, and new building construction will occur simultaneously and step by step coordination is crutial to the execution of the work.

Energy saving components such as insulated glass, entirely new mechanical electrical, and lighting systems have been calculated to provide substantial energy savings in the operation of the building. New operable aluminum window frames and sashes will be installed. The new windows are to be similar to the existing original wood double hung windows.

Existing classic interior finishes, including marble floors and walls, ornamental stairs, cast bronze doors, and wood paneling of imported veneers are retained. Standardized carpet, suspended ceilings, and modular furniture have been detailed to integrate with the existing design elements.

Sasaki Associates is currently completing forms for the nomination of the 1913 office building to the National Register of Historic Places.

UNIVERSITY OF ILLINOIS - Urbana, Illinois

Site Planning and landscape renovation and development services for campus expansion projects including a master tree planting plan for the campus. Project consultation and site design for Education Building, Fine Arts, Building, Graduate Residence Hall, Orchard Downs Housing, Men's Residence Halls-Phase II, Women's Dormitories Pennsylvania Avenue, Undergraduate Library Expansion and Psychology Building. Site consultation and landscape architectural services for the Krannert Center for the Performing Arts. Harrison and Abramovitz, Architects.

THE VILLAGES AT MONTPĖLIER - Laurel, Maryland

Architectural services for the renovation of 521 units of unsuccessful public-assisted housing to a luxury, mid-rise apartment complex. Improvements to the visual character of the site include landscaping and planting. For Corcoran, Mullins, Jennison, Inc.

RESIDENTIAL AND NEW COMMUNITY PLANNING AND DESIGN

AKRON, ONEIL'S SOUTH - Akron, Ohio

Planning, urban design, architectural, landscape architectural, and engineering services for 200 units of luxury housing on the Ohio-Erie Canal as part of a two-block Downtown Redevelopment plan. For the City of Akron.

COCOPLUM - Coral Gables, Florida

Planning, site design, and landscape architecture for a 380-acre new residential community project on Biscayne Bay in Coral Gables, Florida. For Crow, Pope and Land of Florida, Inc.

COSTAIN WATERWAYS - Dade County, Florida

Sasaki Associates, Inc. prepared a master plan and pre-schematic architectural services for a 3,677-unit community on the Intracoastal waterway in Northeast Dade County, Florida. The plan for the 376-acre community was developed to permit the sale of individual parcels, within the comprehensive master plan, to interested developers.

The central design feature of Sasaki Associates' plan is a 20-acre boat basin and marina. The seven residential parcels ranging in density for 21-42 units per acre are oriented toward the marina. The density and massing of the residential parcels were planned to insure the maximum view potential of the marina and Intracoastal waterway which surrounds the site on three sides. A promenade lined with Royal Palms circles the marina and leads out to the Intracoastal waterway.

The two commercial parcels included in the plan include a commercial center with hotel and club facilities. The recreational parcel includes a racquet club with ten racquet ball courts. For Costain Limited.

FAXON COMMONS - Quincy, Massachusetts

Faxon Commons is a planned unit development on a 25-acre site of rocky outcroppings and steep slopes. The 582 units are contained in eight mid-rise buildings surrounding the central open area with tennis courts, swimming pool, and clubhouse. The apartments are screened from the street and neighbors by earth berm and planting. The design of the seven-and eight-story buildings reduces their apparent size by offsetting the two ends of each building, providing heavily textured wood balconies of different sizes, and by changing levels of pitched roofs. The one- and two-bedroom units have

ten different plans including several duplex units designed for the physically handicapped. Faxon Commons was a joint undertaking by a developer and a bank. Tandem financing was arranged under the Brooke Cranston Act and HUD's 221 d (4) program. A partnership was formed to provide immediate return from tax shelter sales and a long-term investment ownership reverting to the developer. John M. Corcoran and Company.

LE RIVAGE - Key Biscayne, Florida

Master Planning, architectural, and landscape architectural services for a new residential community which is being developed on a 43-acre waterfront site in Key Biscayne. The 1,350-unit development will include townhouses and condominium apartments. The project has been designed to include an open space system which will feature a grand boulevard, seaside park, tropical gardens, walking paths, recreation club with pools and tennis courts, and a water garden. For Key Biscayne Development Associates.

OCEAN EDGE - Brewster, Massachusetts

Architectural, site planning and environmental services for a 90-unit condominium and conference center on a 48-acre site. For Corcoran, Mullins, Jennison, Inc.

OLD FORT BAY - New Providence, Bahamas

Master plan for a new 600-acre destination resort community adjacent to Lyford Bay, and Phase I architectural services for 60 midrise condominium units. The plan is designed to preserve the natural character and amenities of the beach which is the principal recreation source for all of the residents of the resort community Lightbourne Harbour will be a mixed-usage marina village serving as the focal point of the project featuring marina, higher density housing, a hotel center, restaurants, and support commercial facilities. The rolling interior land will be used for an 18-hole golf course and tennis facilities with supporting single-family detached housing unts. Sasaki Associates was selcted to provide services as a result of an international competition. Donald Cartwright Associates, Nassau Associated ARchitects. For New Providence Development Company, Ltd.

SEA PINES PLANTATION - Hilton Head Island, South Carolina

Sea Pines Plantation is a destination resort and retirement community developed by Charles Fraser on Hilton Head Island in South Carolina. In 1958, Sasaki Associates, Inc. prepared a master plan which called for the sensitive adaptation of developed areas to the natural ecology of the land. Large open spaces were retained to preserve the natural character of the land. Waterfront properties were located behind the primary dunes preserving the beach edge and increasing the number of residences having access to the water frontage through the use of pedestrian paths. Internal properties were related to golf course, lagoons, marsh areas and other amenities. Harbour Town, which is built around the circular form of the principal marina, serves as a community and cultural center. Sasaki Associates designed the lighthouse tower as the visual and symbolic focus of the development. The attached building serves as the offices of the harbormaster and provides lounge and locker facilities for visiting yachtsmen. Sasaki Associates also designed Harbour House which contains shops. restaurants and outdoor eating terraces on the lower level, and professional offices, studios for artists, and apartments on the upper floors. As a part of the program to develop residential units around the harbor, Sasaki Associates designed Schooner Court, a complex of 38 condominium villas. The units are designed to reflect the scale and architectural character of Charleston. Extensive use is made of balconies to take advantage of excellent views of the harbor and the Intracoastal Waterway.

STAGE NECK - York Harbor, Maine

Stage Neck is a twenty-acre peninsula at the mouth of the York River Overlooking the Atlantic Ocean and York Harbor.

The program includes a hotel, condominium units and related recreation facilities. Forty condominium units each containing two to four bedrooms, are grouped with four to six units per building around the perimeter of the Neck. A varied roofline for each building is achieved by placing the lower-story units on each end. From a distance, the condominium units appear as large, single-family residences in keeping with the character of existing coastal homes.

A sixty-room inn, overlooking the ocean, is sited at the entrance to the Neck. The main dining room, coffee shop, and tap room are located in the northeastern end of the inn to take advantage of the views of the beach area. As with the clustered condominium units, the profile of the inn is low and the exterior walls are of natural, weathering white cedar shingles. For Stage Neck, Inc. and Stage Neck Inn, Inc.

Sasaki Associates, Inc.

Sasaki Associates, Inc.

For more than 20 years there has been a balance of leadership at Sasaki Associates, Inc., which is the cornerstone of our national and international practice, and which is unique among professional design firms. All major design disciplines—architecture, engineering, landscape architecture and planning—are represented among the firm's owners, and each principal plays an important role in directing the firm and its projects.

Our commitment to interdisciplinary design and collaborative management extends from the twelve principals throughout our professional associates and staff. We believe this commitment lends a special vitality to our design process, and helps to maintain our international stature as designers of the built environment.

John Adelberg, AIA, AICP
Architect and Planner

"Many of our clients first came to us because of our planning expertise, and have returned over the years for a range of project services."

Kenneth E. Bassett, ASLA
Landscape Architect
Director of Landscape Architecture Services

"A primary element of our working style is a full understanding of the needs of our clients. It's the basis for structuring an interdisciplinary team whose skills meet those needs."

Stuart O. Dawson, ASLA
Landscape Architect

"We're proud of our international reputation in landscape architecture, and we will always remain committed to excellence in design. But our professional practice is based on satisfying our clients."

Kenneth DeMay, AIA
Architect
Principal in Charge,
Washington, DC office

"Architecture has been a part of our design practice for 20 years now. I think our interdisciplinary approach to design—the way we go about creating the right structure for a particular site—is the reason we've won over 100 design awards."

Maurice Freedman, PE, FASCE
Civil Engineer
Director of Engineering and Environmental Services

"We've expanded our engineering and environmental staff and developed state-of-the-art capabilities to meet the needs of Sasaki's diverse and complex projects. As team players, our role is to see that inspired design results in the execution of sound projects."

Richard F. Galehouse, AICP
Planner
Principal in Charge,
Florida office
Director of Planning Services

"Our historic contribution to the firm as an internationally known planning team extends beyond specific planning projects. We lend a valuable perspective to ensuing building and site design teams within the office."

Paul Gardescu, ASLA
Landscape Architect
President

"An important goal of our firm is to maintain the standards of excellence and personal service which Hideo Sasaki has established over the past 30 years, recognizing the benefits of teamwork among our professionals and with our clients."

David M. Hirzel, MBA
Executive Director

"The way we build project teams is flexible and collaborative. One of my jobs is to coordinate with the Directors of Services a blending of personal chemistry, response to project needs, and manpower scheduling so that it works for our clients and for us."

Don H. Olson, ASLA
Landscape Architect

"Clients return to us year after year because of the personal attention and service our principals and senior associates give to their projects—not just at the beginning, but through completion of successive phases of ongoing projects."

John Orcutt, AIA
Architect
Director of Architecture Services

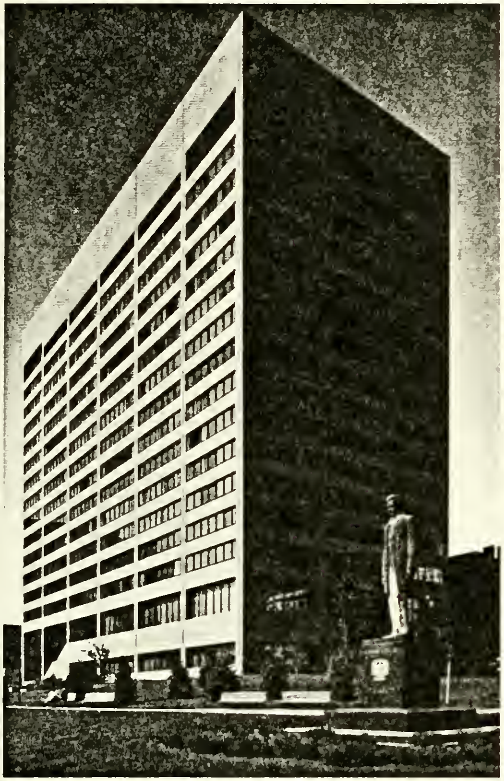
"We always begin architectural design work with advice from our planners, landscape architects and engineers to understand the full context of the building site. Design excellence is, in the end, an appropriate response to the total environment."

Richard H. Rogers, ASLA
Landscape Architect

"Over the years we have developed a number of very large projects across the U.S. and abroad, involving both public and private interests, long term commitments, and collaboration with local firms. Our success has always depended upon a well coordinated, interdisciplinary team in the home office."

Peter Thomas, RA
Architect

"One of the reasons we've grown in recent years to a staff of more than 200 is our commitment to talented young designers and project managers who have been offered a future in the firm as associates and owners."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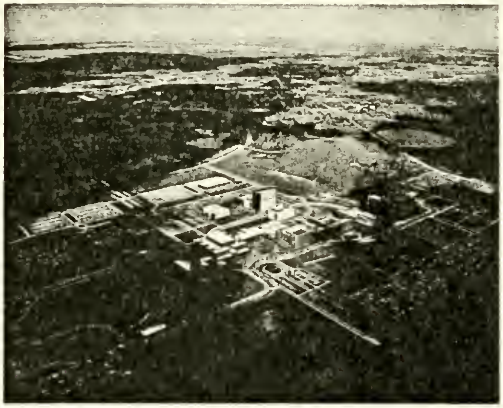
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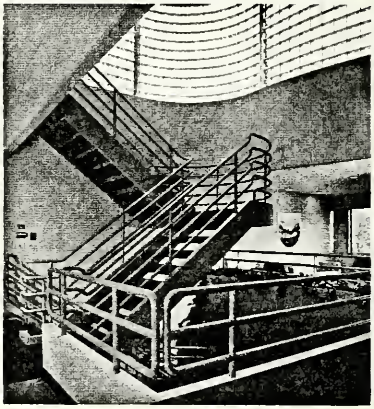
Sasaki Associates, Inc. is recognized for its particular ability to help clients bring difficult and complex projects to realization, from initial planning through site and building design and construction. The firm serves both as general project coordinator and as a specialist on planning and design teams. No matter how large or small our role, we pay attention to all of a project's goals, including functional, financial, environmental, esthetic and community considerations. Our concern for design of the whole environment has helped establish a record of design excellence and long term client relationships which we are proud to discuss.

7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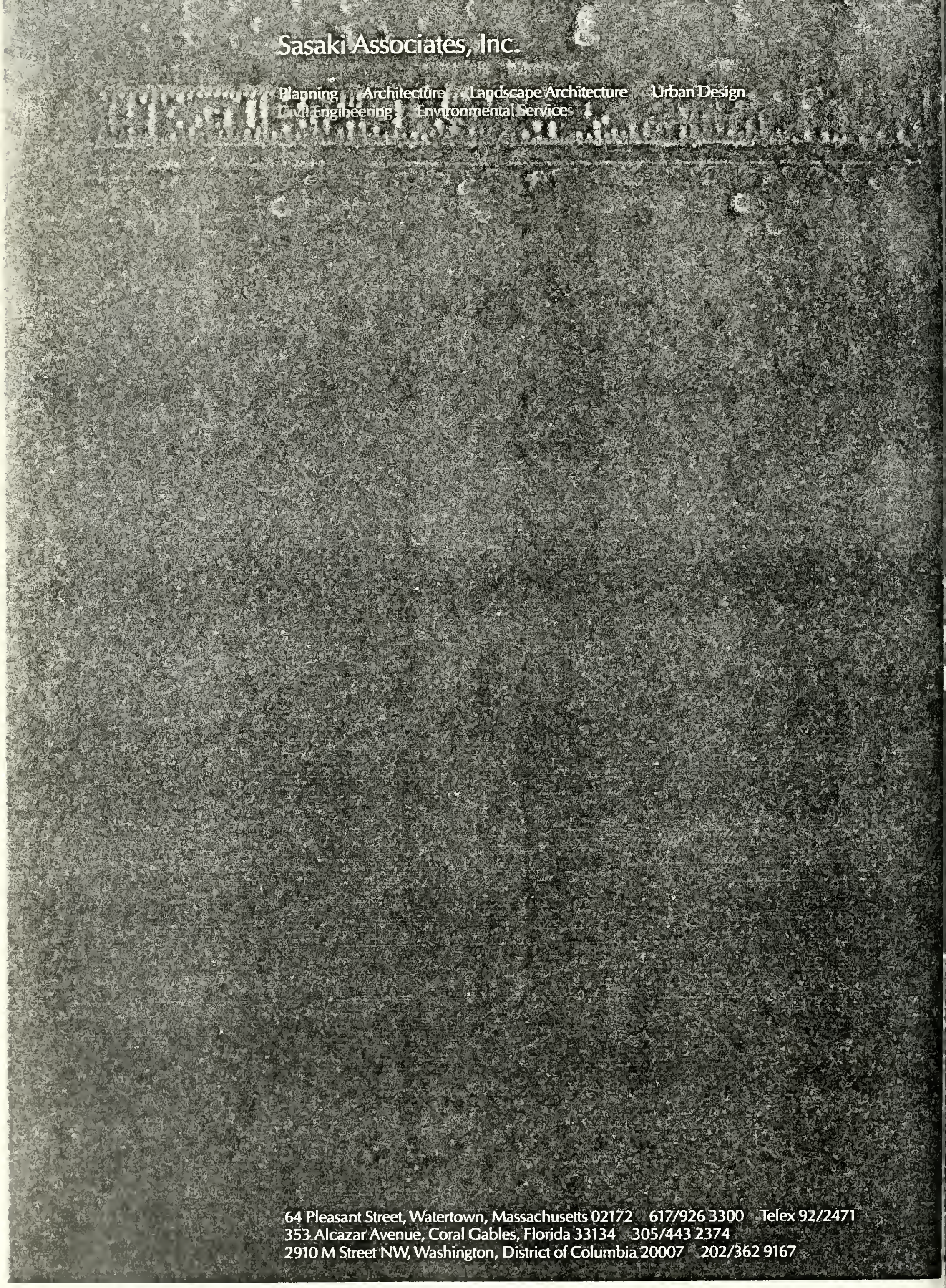
The projects illustrated here represent the interdisciplinary nature of the firm's work, and our experience in providing design leadership throughout the life of many of our clients' projects.

Cover
Ramapo College
Academic Building
Mahwah, NJ
Architecture, Planning, Landscape Architecture, Civil Engineering
1
Northwestern Mutual Life
Insurance Headquarters
Milwaukee, WI
Architecture, Planning, Landscape Architecture
2
Greenacre Park
New York, NY
Landscape Architecture
3
Boston Waterfront Park
Boston, MA
Landscape Architecture, Planning, Civil Engineering
4
State University of New York at Buffalo
Planning, Architecture, Landscape Architecture, Civil Engineering
5
1980 Olympic Winter Games
Lake Placid, NY
Environmental Services, Planning
6
Pennsylvania Avenue
Washington, DC
Urban Design, Landscape Architecture
7
Deere and Company
Moline, IL
Landscape Architecture
8
Harbour Town
Hilton Head Island, SC
Planning, Architecture, Landscape Architecture
9
Prospect Hill Executive Office Park
Waltham, MA
Architecture, Planning, Landscape Architecture, Civil Engineering



Sasaki Associates, Inc.

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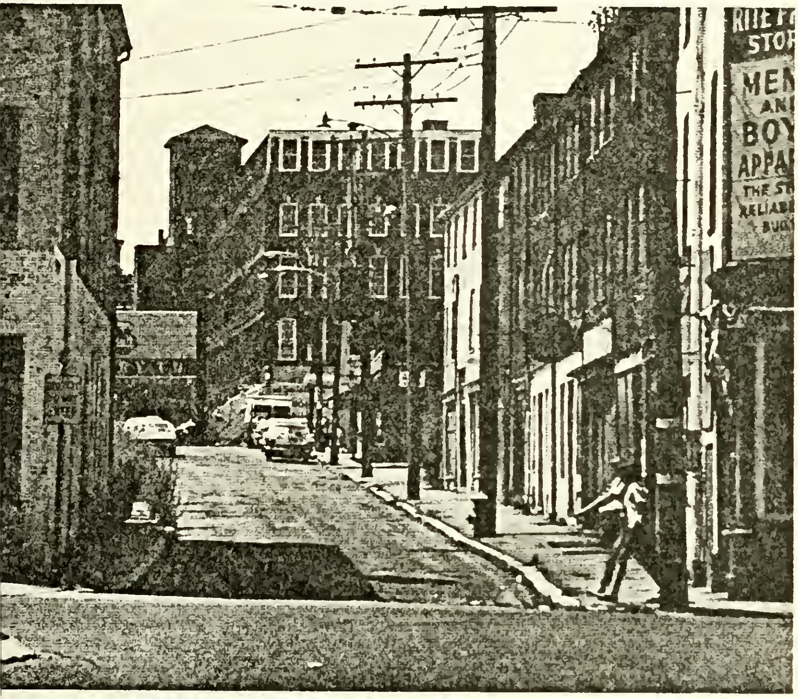
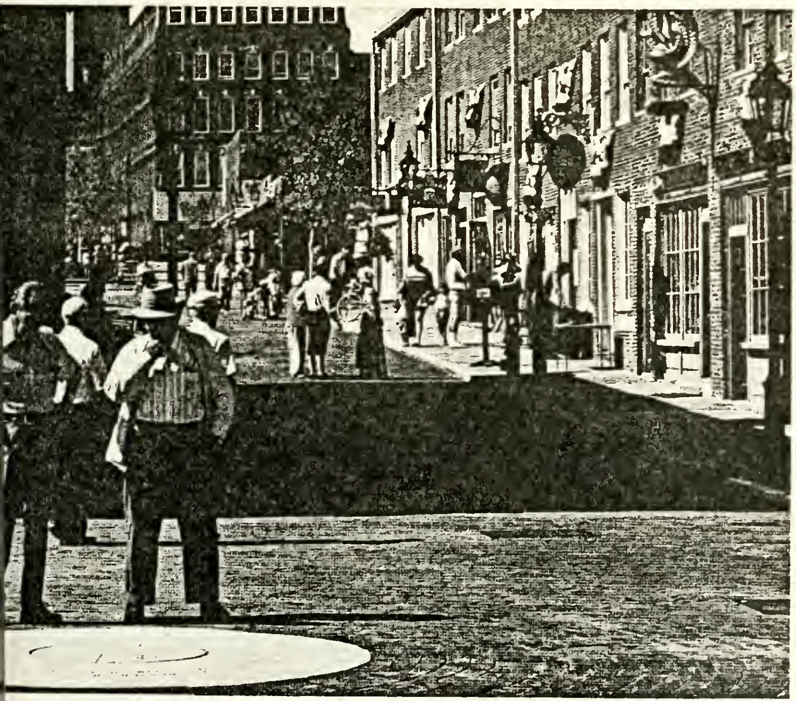
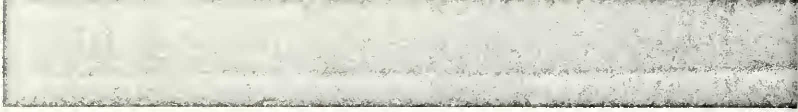
Newburyport Downtown Revitalization





Newburyport, Massachusetts



In 1971, SA developed a concept plan for Newburyport's 23-acre historic downtown waterfront area. The plan incorporated a range of site, architectural, and traffic improvements.

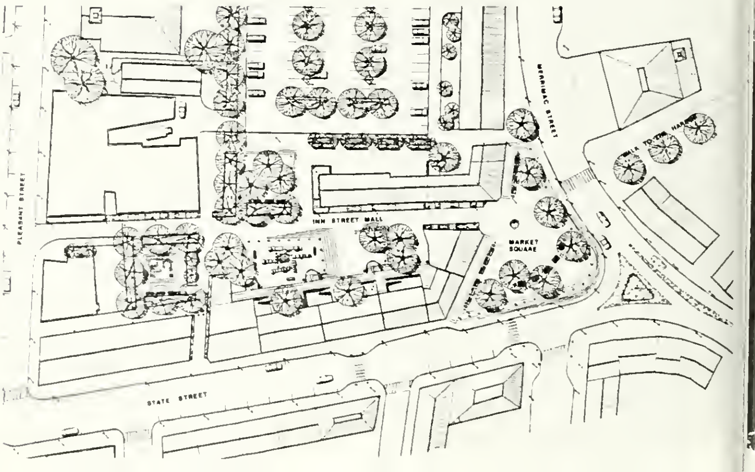
Contract documents were funded by the TOPICS program of the Massachusetts Department of Public Works and the Federal Highway Administration. The project has received design awards from the U.S. Departments of Transportation and Housing and Urban Development.

The first phase of redevelopment included lighting, parking, street improvements, street furniture, planting, and relocation of utilities. Cobblestones and bluestone paving now emphasize special pedestrian areas. Market Square plaza, in place of a former traffic rotary, leads to a pedestrian mall created by closing Inn Street and Threadneedle Alley to traffic. A fountain of granite bulkhead blocks from the waterfront and a timber play sculpture promote activity along the mall. New streetlights incorporate the design of the original Newburyport fixtures yet conceal mercury vapor bulb and ballast to ensure adequate illumination. A variety of specimen quality trees and shrubs have been planted throughout the downtown for shade and screening of parking areas.

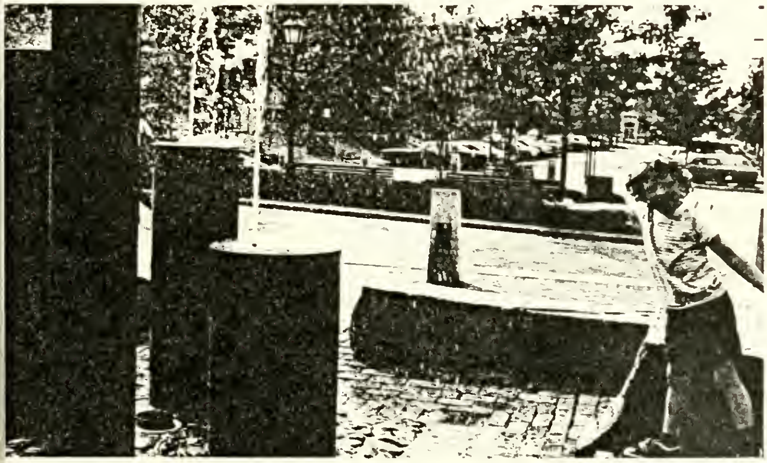
Additional projects include bulkhead reconstruction and waterfront development including docking facilities, a park, and a boardwalk promenade. SA also prepared developer kits for waterfront redevelopment parcels to establish design guidelines in keeping with the historical seaport character of the area.

SA provided planning, urban design, landscape architectural, and civil engineering services for the projects mentioned.

Client: Newburyport Redevelopment Authority



Newburyport Downtown Revitalization



Newburyport, Massachusetts

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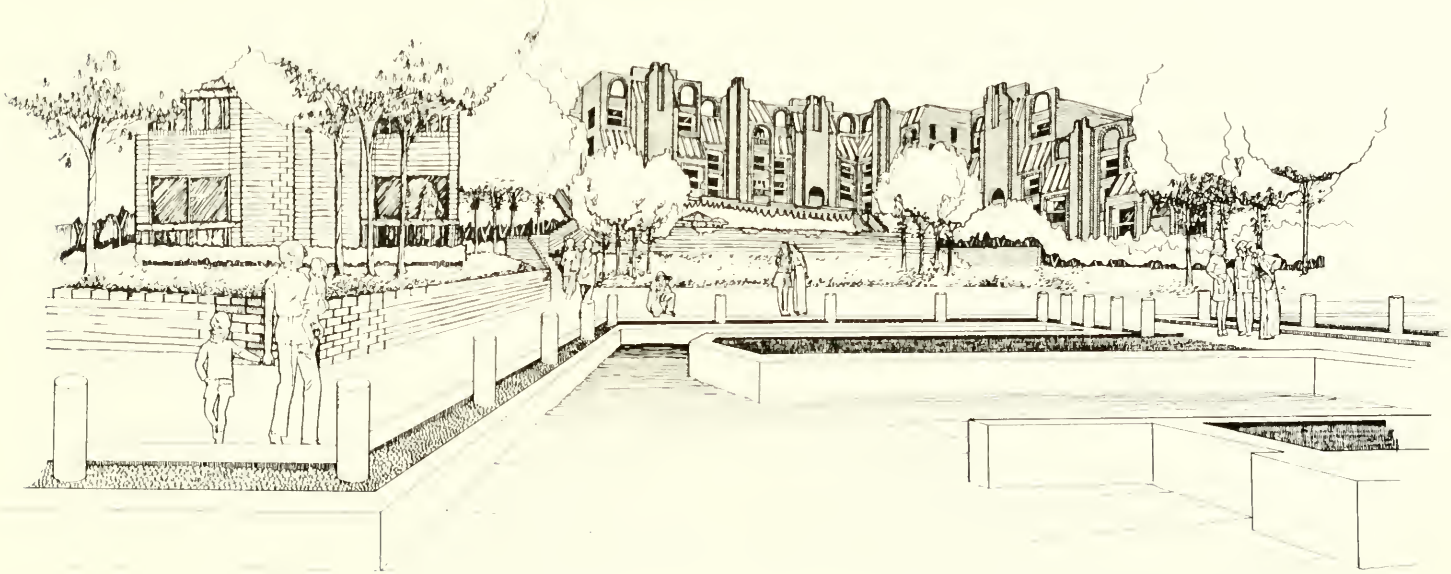
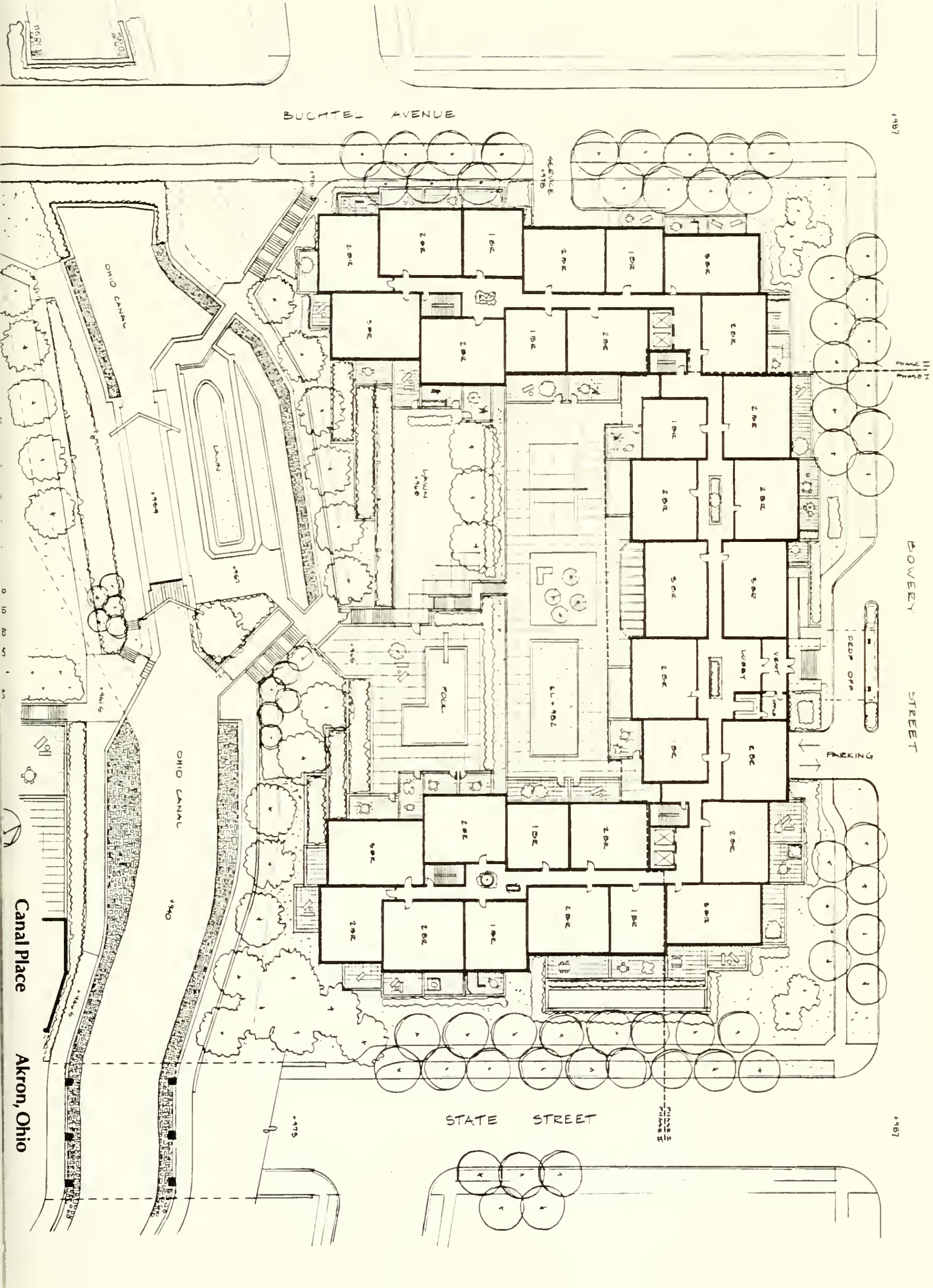
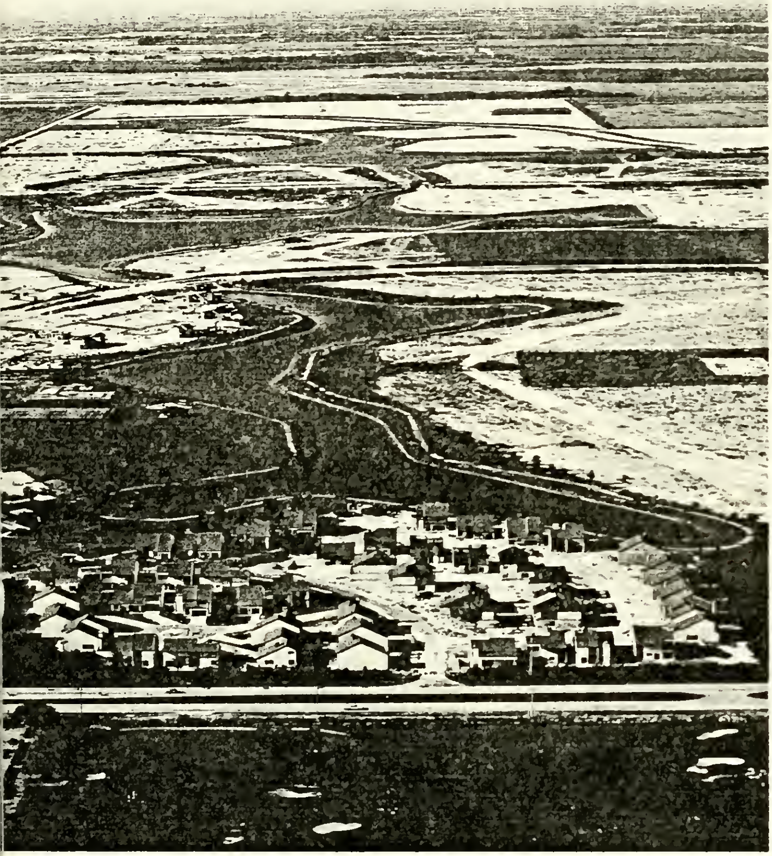




Canal Place

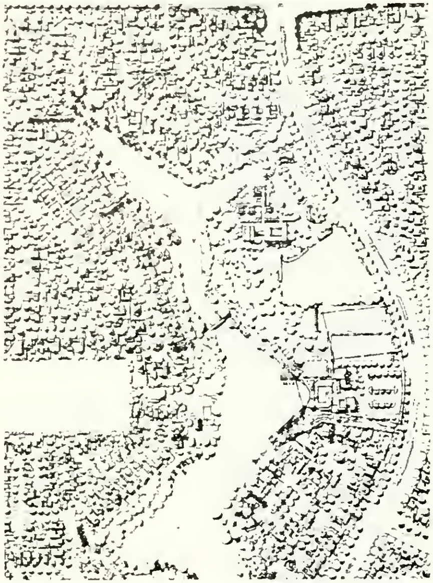
Akron, Ohio

The Hammocks



Alan Ward

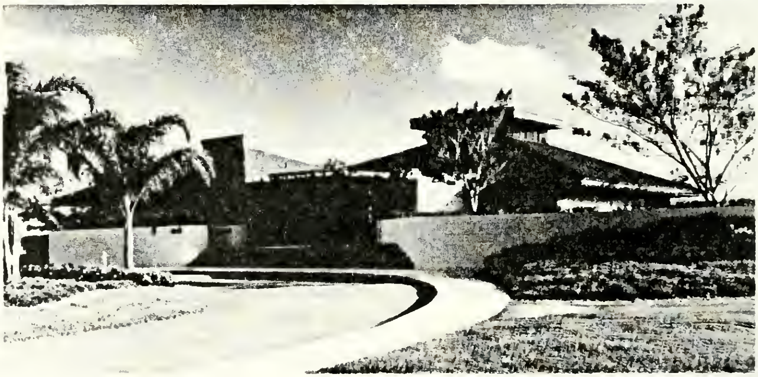
Dade County, Florida



The Hammocks is a 1,100-acre permanent homes community being developed in the Kendall area of Dade County. Sasaki Associates, Inc. prepared the master plan for the phased project which includes clustered single-family units, medium density apartments, and garden and mid-rise apartments. The development plan provides for all necessary community facilities, schools and parks as well as elderly and low-income housing.

Because The Hammocks is a man-made community, the principal objective of the site plan was to avoid a hard, engineered look of a built environment and to ameliorate the impacts of a high density residential development in an open landscape. This was achieved by utilizing soft and irregular forms for lake shores and perimeters of the development parcels along with intensive planting to convey a natural landscape appearance.

At The Hammocks, the entry boulevard, county arterial streets, and the linear park systems are the principal means of visual control. The landscape design of the public vehicular right-of-way is deliberately formal in design, with allees of trees and edge planting to bring scale and visual order. Monumental trees with dense green canopies are closely spaced along the boulevard and streets. In contrast, rich, soft, tropical landscape, natural in design has been placed in the linear park. These contrasting landscape designs visually separate the site, enhancing the residential character and quality.

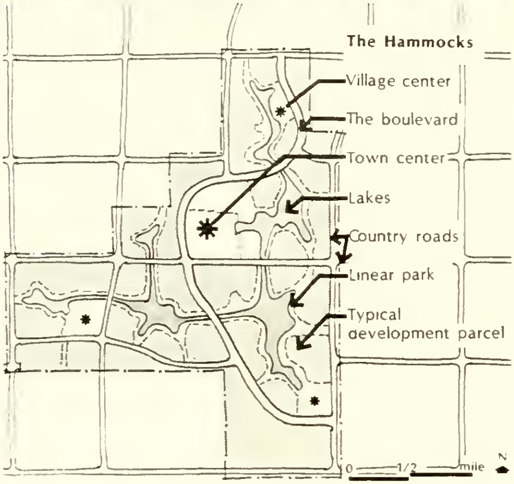


The community is divided into three villages. Each village focuses on a linear park and man-made lake system, and has its own recreational facilities and convenience shops. The villages are subdivided into three neighborhoods, each with about 950 housing units with play areas and mini-parks.

Over 40% of The Hammocks is preserved in open space. The inter-connected linear parks and lake systems feature swimming beaches, picnic areas, and garden plots. The system links open space within residential parcels to community and school parks and provides a safe, efficient route for bicyclists, pedestrians, and low-speed electric golf carts.

Sasaki Associates continues to provide planning overview, coordination of consultants, site design and landscape architectural services through the completion of the project.

Client: Genstar Southern Development Corporation



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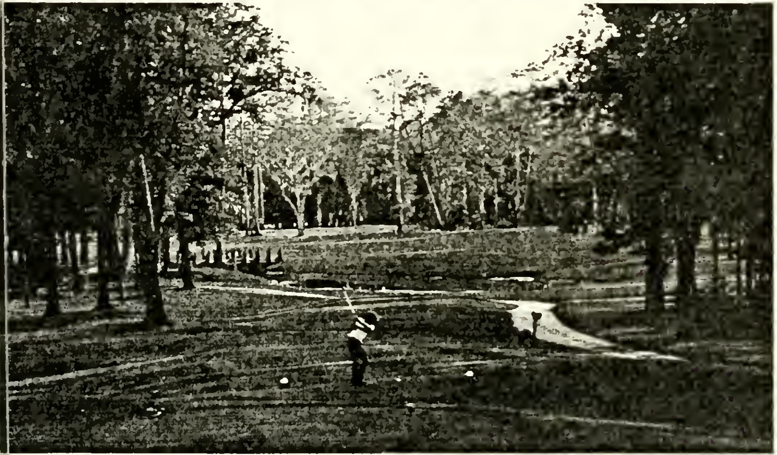
The Landings on Skidaway Island

Alan Ward



Alan Ward

The Branigar Organization

Skidaway Island, Georgia

The Landings is a new, permanent home and retirement community being developed on 3,200 acres of land on Skidaway Island, Georgia, near Savannah. The heavily wooded island is part of the chain of sea islands along the Carolina and Georgia coasts. The rich landscape is characterized by beautiful woods of Live Oak and Pine and expansive tidal marshes and bayous adjoining the Wilmington and Savannah Rivers.

Sasaki Associates, Inc. has provided master planning and design services since the project's inception in 1968. Planning services include feasibility studies; circulation and open space planning; coordination with the County in developing the planned unit development ordinance; and the coordination of economic, engineering, and ecological consultants. Of paramount concern in the planning of The Landings was the preservation of the natural environment.

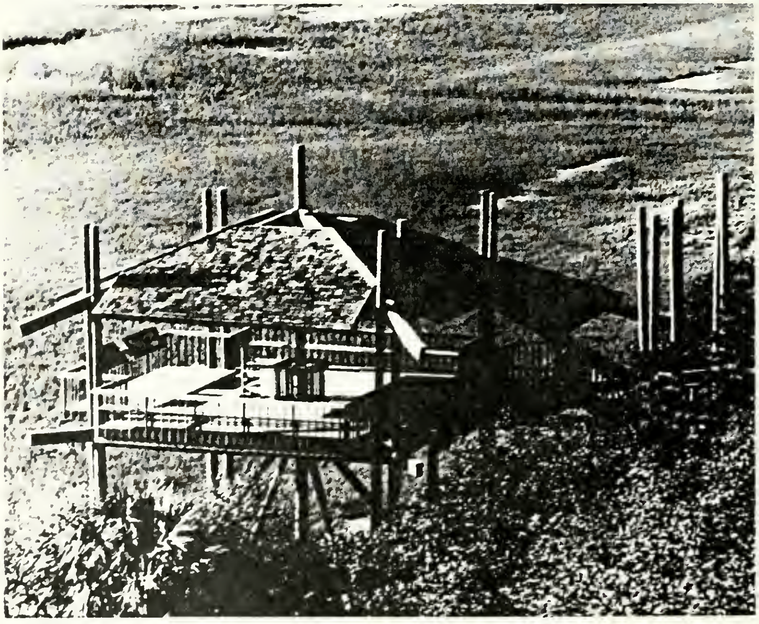
Award

Citation in Land Use
The Environmental Monthly
Annual Awards Program,
1975.

As a means of protecting the serene character of the island, Sasaki Associates' site plan organized most of the housing units on small cul-de-sacs off the principal roadways. Trail systems connect natural features of the land with various legacies of early settlement such as prehistoric Indian shell rings, monastery ruins and Civil War fortifications, to new community support facilities, including schools, shopping and recreation centers.

Sasaki Associates also provided site design services for the development of detail lotting, golf and tennis areas, open space, and signage. As new areas of the island are opened for development, Sasaki Associates continues to provide planning and design services.

Client: The Branigar Organization, a Subsidiary of Union Camp Corporation



The Branigar Organization

Kucera & Associates, Inc

The Branigar Organization

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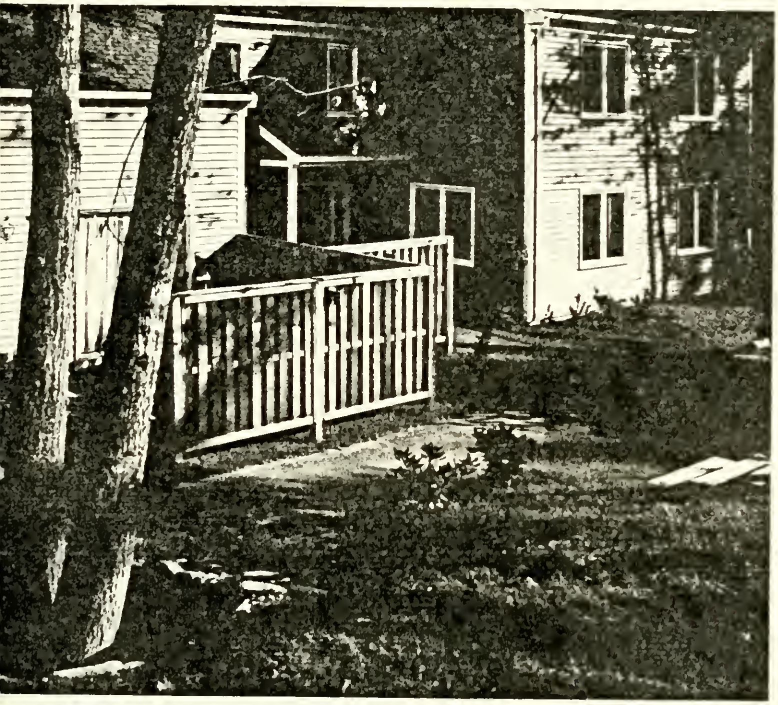
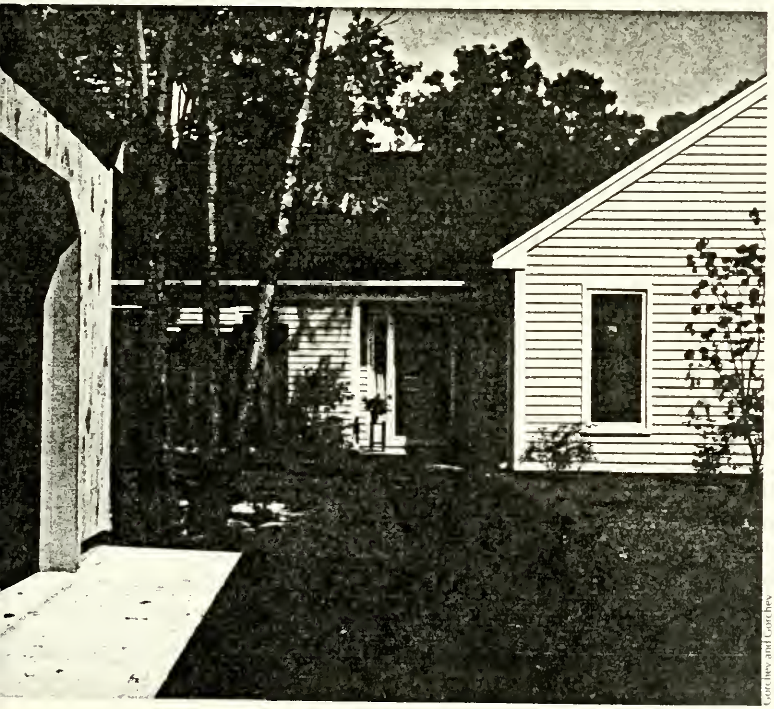
Drummer Boy Green





Gorchev and Gorchev

Lexington, Massachusetts

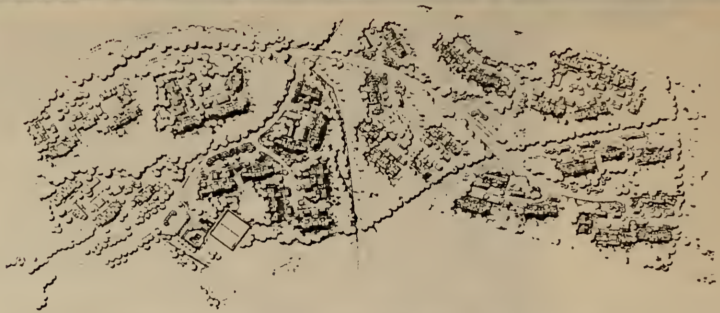
Drummer Boy Green is a 150 attached-unit complex on a 63-acre site adjacent to an environmentally sensitive wetland area. Twelve acres have been deeded to the Lexington Conservation Commission. By clustering the units on cul-de-sacs, Drummer Boy Green has maintained the neighborhood's three-unit-per-acre density while also preserving twenty-five percent of the land in its natural state.

Constructed over a three-year period, the 150 units were designed with numerous options and variations on the one-bedroom, two-bedroom, and two-bedroom-plus-den units. The wood frame buildings retain a New England appearance through the use of pitched roofs, clapboard siding, and traditional wood stains. Each unit has a well-screened patio or deck and a detached garage. The major living space opens to the rear of each unit providing views of open space areas and a sense of privacy. Recreational facilities make extensive use of the secluded site with bicycle paths, picnic areas, tennis courts, and a swimming pool.

Client: Spaulding and Slye Corporation

Award

Award for Design Excellence from the Boston Society of Architects, 1977



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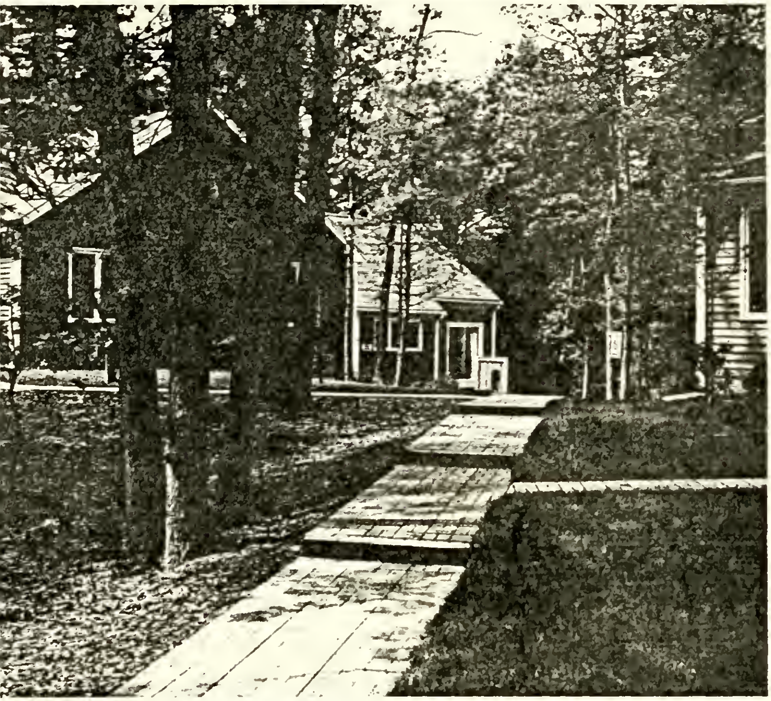
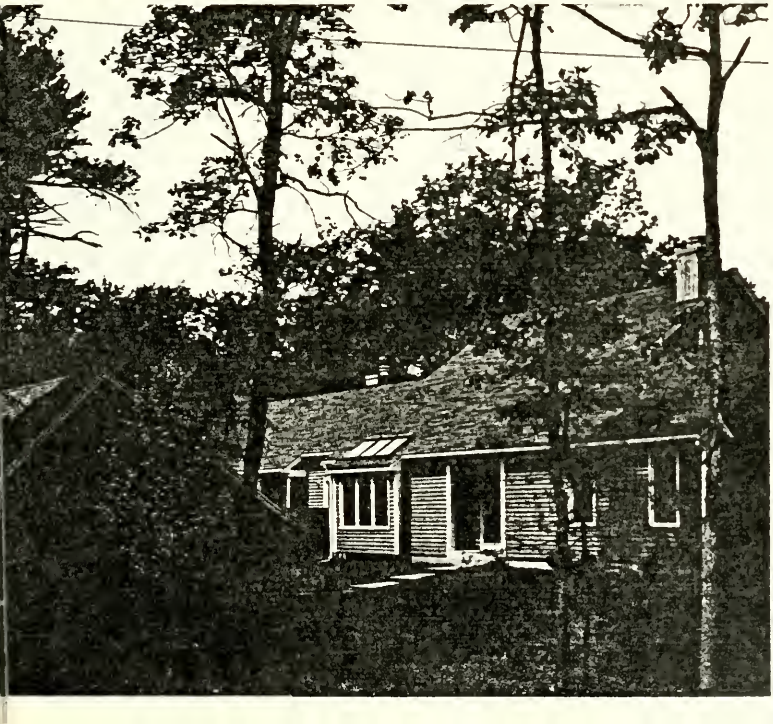
Lincoln Ridge





Gorchev and Gorchev

Lincoln, Massachusetts

At Lincoln Ridge, 85 heavily wooded acres encircle Farrar Pond. Seventy percent of the site has been dedicated as conservation land, incorporating and extending the Lincoln Trail System. A 200-foot setback from the pond preserves the original shoreline and views.

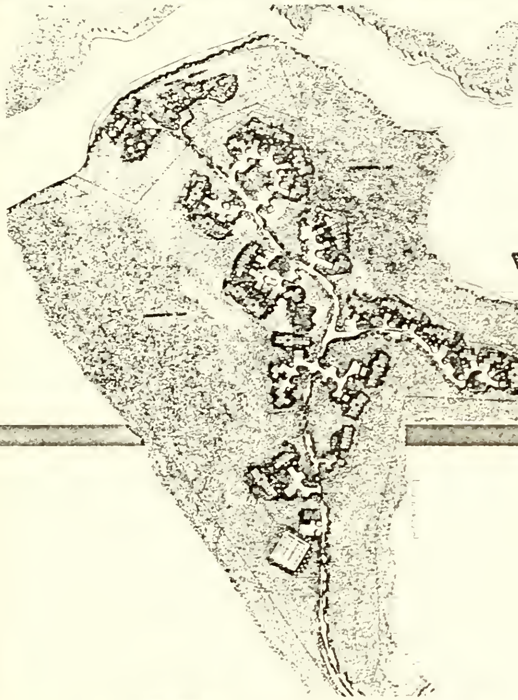
A total of 58 units are carefully sited and stepped along the natural grades of the site. Clustered in winding cul-de-sacs, the attached units are grouped in two- to four-unit arrangements to give the buildings a single-family appearance. The architectural character of the houses is very much in keeping with traditional New England forms in the roof lines, materials, and details. Units are distinguished by the use of different stains on the clapboard siding and by a choice of six unit plans. In addition to such architectural features as bay windows, fireplaces, and two-story spaces, all units are designed with high insulation values and energy-saving heat pumps.

Client: Spaulding and Slye Corporation

Awards

Grand Award
1979 Sensible Growth Design and Planning Competition sponsored by the National Association of Home Builders and *Better Homes and Gardens*

Merit Award
1980 Homes for Better Living Awards Program sponsored by the American Institute of Architects in cooperation with *Housing*



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Minority Utilization

Total Professionals: 146
- Minority: 9
- Handicap: 1

Total Support Staff: 52
- Minority: 2

AFFIRMATIVE ACTION PROGRAM
FOR
SASAKI ASSOCIATES, INC.

I. Policy

Sasaki Associates has committed itself, on a voluntary basis, to take affirmative steps to implement equal opportunity in employment without regard to race, creed, color, sex, or national origin. The program shall include effective and aggressive steps to attract and hire from minority groups including women whenever vacancies occur. Activity in this area shall include the following:

1. Recruit, hire, and promote for all positions within the company without regard to race, creed, color, age, or sex.

2. Evaluate candidates and offer employment solely on the basis of the individual's qualifications for the position to be filled.

3. Promote solely on the basis of qualifications for the new position.

4. Base all other personnel actions on the basis of merit. This shall include compensation, benefits, transfer, layoffs, conditions, and privileges of employment, etc.

II. Dissemination of Policy

1. Our Affirmative Action Program is distributed to all directors and supervisors, is posted on company bulletin boards, and is communicated to newly hired employees.

2. We include the non-discrimination clause in advertisements, newspaper advertising and, when appropriate, in purchase orders.

3. Minority agencies and organizations, secondary schools and colleges, and community leaders will be informed of our EEO policy and will be urged to assist us in our efforts towards equal opportunity employment.

III. Responsibility

Richard Bond, Personnel Manager, will be responsible for the Affirmative Action Program and will accomplish the following:

1. Establish yearly, significant and measurable goals for employment of minorities and women.

2. Identify and assist management in the solution of problems concerning the employment of minorities and women.

3. Design and implement audit and reporting systems to insure the effectiveness of the program and indicate remedial action when necessary. This will include identification of problem areas through analysis of racial mix of applicant and work force flow, the employment process, transfer and promotional practices, etc.

4. Insure technical phases of compliance, i.e., the posting of official notices, preparation of EEO-1 reports, etc.

5. Take corrective action if any deficiencies are revealed in the program, including any indication that the selection process eliminates a greater percent of minorities or women than non-minorities or that lateral or vertical movement of minority or women employees occurs at a lesser rate than non-minorities.

IV. Program Goals and Objectives

1. Increase flow of minority applicants and minority employment including women so that it equals or exceeds the ratio of minorities to non-minorities in the local work force.

2. Place special emphasis on the recruitment and employment of women at all levels with particular and on-going attention to professional staff positions.

3. Evaluate the entire selection and personnel administration process to make sure that any bias is eliminated.

4. Studies will be undertaken to determine the percentage of minorities and women in the fields of architecture, landscape architecture, engineering, and planning.

V. Measure Effectiveness of Program

1. Periodic audits will be conducted by the Personnel Department to insure that reasonable program progress is being made.

2. Maintain appropriate records of applicants, placements, and personnel actions including termination, layoffs, promotions, and transfers to insure the non-discrimination policy is carried out.

SUMMARY

Our intent is to implement and accelerate equal opportunity for all employees and applicants regardless of creed, race, color, sex, or national origin. Our management, at all levels, is required to make every good faith effort to achieve this intent.

Sasaki Associates, Inc.

Paul Gardescu

Paul Gardescu
President

ma/

COMMUNITY PLANNER QUALIFICATIONS

Stockard and Engler, Inc.

STOCKARD AND ENGLER, INC.

Stockard and Engler, Inc. (S&E) is a small consulting organization that has been providing housing consulting services to a variety of public and private organizations for the past 13 years. Its two primary areas of work have been the packaging of subsidized mixed-income housing developments for private developers and management consulting for public housing authorities, focusing in the latter case on troubled authorities and developments. In addition to its work at the local level, the firm has served as a consultant to state governments and to HUD on several larger research efforts.

Most recently, S&E has been engaged by both the Boston Housing Authority (BHA) and the Housing Authority of New Haven (HANH) to assist those agencies in various management improvement efforts. For Boston, S&E has served as relocation and management improvement consultant for the West Broadway Development which is currently undergoing a $35 million redevelopment effort. This work involved detailed discussions and plan formulation with residents, BHA staff, other members of the West Broadway team and outside groups. The BHA, under the Receiver, will use this opportunity to test new levels of decentralization for management activities within the agency, a policy recommended by the S&E portion of the West Broadway Master Plan. The HANH, with an entirely new Board, asked S&E to assist them in the national search for a new Executive Director, to train the board members, and to assist with planning for the new directions of the authority.

The firm also just completed a three year assignment for the Springfield, Massachusetts Housing Authority which resulted in the development program at one development in Springfield. These systems included such items as a new Tenant Selection Plan, a Preventive Maintenance Program, a Trial Residency Experiment, and a Rent Collection Incentive Program. Again, the active involvement of residents, SHA staff, and other entities was a critical part of the assignment.

For the San Diego Housing Commission, S&E performed an overall management and maintenance audit and prepared substantial recommendations for adjustments in the policies and procedures for

for this relatively new agency.

In the past several years, this firm has also aided PHAs with a number of other programs. We have assisted the Falmouth, Massachusetts Housing Authority in developing and building two conventional structures for the elderly. We have served as consultant to three different authorities in preparing Turnkey Developer's Packets, in evaluating and selecting developers and in negotiating the Final Turnkey Contracts of Sale. In the beginning years of the Section 8 Existing Housing Assistance Payments Program, we designed administrative plans and provided a full range of consulting services to nine different authorities as they started their programs. We pride ourselves in the training that we provide for authorities and residents as we work for them so that all of the PHAs we have served have quickly moved to a position where they could operate these programs on their own.

Finally, one of the principals of Stockard & Engler, Inc. (Jim Stockard, the proposed Primary Consultant) has served for the past eight years as a commissioner of the Cambridge Housing Authority in Cambridge, Massachusetts. During that time, the agency has been transformed from one of the most ill-run, troubled authorities in the Commonwealth into a model of PHA performance. Mr. Stockard has been closely involved from the policy-making point of view in all of those changes, and this first hand experience has added greatly to his and the firm's ability to counsel to housing authorities.

In addition to substantial pubic housing work, S&E has also assisted numerous non-profit, limited dividend, mixed-income developments in communities as diverse as New Bedford, Mashpee, Chelsea and Boston. S&E has recently developed a number of specific products which are closely related to many tasks which will be involved in the Columbia Point effort.

Tenant Selection, Assignment and Transfer Plans

Stockard & Engler, Inc. developed a new decentralized TSAP for the Springfield Housing Authority and offered recommendations for modification to TSAPs in Boston and San Diego. Jim Stockard has also participated as a policy-maker in developing the general TSAP as well as several project specific programs for the Cambridge Housing Authority. Tenant Selection will play a critical part in the success of the new Columbia Point. Particularly, important questions will arise with regard to the status of current Columbia Point residents.

Tenant Handbook

Stockard & Engler, Inc. designed and wrote the Residents' Maintenance Manual for the Springfield Housing Authority. We also developed Certificate Holder's Handbooks for the Section 8 Existing Program for eight different housing authorities in Massachusetts.

Modernization Transfer Plan

The firm served as Relocation Consultant to the Boston Housing Authority for the West Broadway Development. This involved preparing a plan for the West Broadway Development. This involved preparing a plan for the transfer of 675 families, all within the development, while construction is in full swing. We prepared simulations of the logistics of the plan, drafted relocation agreements between residents and the authority, estimated costs and catalyzed discussions about how to carry out the actual moves--BHA staff, private contractors or a new tenant-owned company.

Tenant Education Programs

Stockard & Engler, Inc. understands nearly all of its work as partly training and education. And much of that training has been with public housing residents. We provided extensive training for residents in Springfield and Boston, and for the boards of tenant organizations in Providence, Rhode Island, and Lynn, Massachusetts. We have also planned and delivered

training programs for the board of Massachusetts Union of Public Housing Tenants.

Social Service Programs

S&E has assisted tenant groups in Springfield, Providence, and New Bedford design social service programs, staff them, raise funds for them and begin service delivery. The Cambridge Housing Authority has the largest tenant services program in the Commonwealth, including several very innovative programs that may be appropriate for Columbia Point.

In summary, we feel Stockard and Engler, Inc. is ideally suited to performing the services of Community Planner which will be required for the revitalization of Columbia Point. We have had long and deep experience in the public housing area, in general, and in working with residents around management and social serive issues specifically. We therefore bring not only specific knowledge to the effort bu also a sense of the overall public housing environment.

STOCKARD AND ENGLER, INC.

Projects Pending or Under Construction

Pending

Jamaica Plain Neighborhood Development Corp.
11 unit rehabilitation

North Suffolk Mental Health Assoc.
Three HUD Section 202 developments in Winthrop, Chelsea and Hyde Park
Rehabilitations

Under Construction

HUD Section 202 developments
Housing for mentally retarded adults
Marlboro-8 units-rehab, 12 units-new construction
Malden-9 units-new construction
Gardner-10 units-new construction
Westborough-11 units-rehab

In the above projects Stockard and Engler, Inc. serves as packager or housing consultant, a role which does not have a steady level of demand. Our involvement in the above developments will not interfere with our ability to work on the Columbia Point redevelopment.

COMMUNITY PLANNER CONSULTANT

Langley Keyes

October 12, 1982

James Stockard
Stockard and Engler
10 Concord Ave.
Cambridge, Ma.

Dear Jim:

I learned with great pleasure that you will be working with CMJ and their team in helping to develop a proposal for Columbia Point. I am delighted to be asked to participate with you all in that effort and look forward to the opportunity to work out the specific details of the relationship.

I can't imagine a more challenging project nor a group of people more able to deal with the challenge than yourself and the CMJ contingent. It will be a privilege to work with you.

All the best.

Sincerely,

Lang

Langley Keyes

CURRICULUM VITAE

LANGLEY C. KEYES
92 Chilton St.
Cambridge, MA. 02140

Born:	May 19, 1938
Education:	Ph.D. in Urban Studies and Planning, February, 1967, Massachusetts Institute of Technology Cambridge, MA. B.A., M.A. in Politics, Philosophy, and Economics, July,1962, Oxford University Oxford, England A.B. (American History), Magna Cum Laude, 1960 Harvard College
Present:	July, 1974 - Professor of Urban Studies and Planning Department of Urban Studies and Planning Massachusetts Institute of Technology
Professional Experience:	July, 1974 - June - 1978 Department Head, Department of Urban Studies and Planning Massachusetts Institute of Technology July, 1971 - June, 1974 Associate Professor, Department of Urban Studies and Planning Massachusetts Institute of Technology July, 1967 - June, 1971 Assistant Professor, Department of Urban Studies and Planning Massachusetts Institute of Technology September, 1971 - July, 1974 Associate Director of Greater Boston Community Development, Inc., a non-profit housing consultant organization involved in providing technical assistance to community sponsors of low and moderate income housing. Funded by the Ford Foundation and local foundations, GBCD works with sponsors of new and rehabilitated housing in both central city and suburban communities.

Professional Experience: July, 1969 - August, 1971
Director of Housing Development, Boston Model Cities Administration. Involved in the following activities, among others: establishment of a rehabilitation worker training program (under the sponsorship of a local non-profit organization); direction of several housing market analyses, studies of rental management costs, analysis of the economic feasibility of establishing a Model Cities mortgage intermediary, review of existing property insurance programs, and other housing-related studies; negotiation and supervision of contracts with four community housing service agencies: the Association for Better Housing, The Roxbury Multi-Service Center, the Tennants Association of Boston, and Fair Housing, Inc.

1966 - 1967

Assistant to the Assistant Secretary for Metropolitan Development, U.S. Department of Housing and Urban Development

1962 - 1963
Community Organizer, United South End Settlements (Action for Boston Community Development)

Professional Affiliations: Member, Advisory Board of the Massachusetts Housing Finance Agency

Member, Citizens Housing and Planning Association of Greater Boston

Member, American Planning Association

Honors and Awards: Phi Beta Kappa, 1960

Honorary Harvard National Scholar

Rhodes Scholar, 1960-1962

National Defense Education Fellowship, 1963 - 1966

German Marshall Fund Recipient 1978 - 1979

Publications

BOOKS

The Rehabilitation Planning Game: A Study in the Diversity of Neighborhood, MIT Press, 1969

The Boston Rehabilitation Program: An Independent Analysis, Harvard University Press, 1970

ARTICLES

"BRP - An Independent Evaluation of its Costs and Benefits," in Innovations in Housing Rehabilitation, (Levin editor) 1970.

"Limitation of Advocacy Planning: Review from the Establishment," Journal of the American Institute of Planners, July 1970, (with Edward Teitcher)

"The Role of Nonprofit Sponsors in the Production of Housing", Housing Production Panel, U.S. Senate, 1971

"Turning Around Troubled Estates in America ," Roof, May 1979.

BOOK REVIEWS

Neighborhood Groups and Urban Renewal (J. Clarence Davies), Town Planning Review, October 1966.

Urban Renewal: The Record and the Controversy (J.Q. Wilson), Journal of the American Institute of Planners, January 1968

Urban Renewal: People, Politics, and Planning (Bullush and Haunsknecht, editors), Journal of the American Institute of Planners, January 1968

Ekistics (Doxiadis), Boston Globe, January 28, 1969

ENGINEER QUALIFICATIONS

CIVIL- H.W. Moore Associates

GEOTECHNICAL-Geotechnical Consultants of Mass., Inc.

CONSULTANT-David M. Berg, Inc.

Corcoran, Mullins, Jennison, Inc. will assemble a full and permanent staff of engineers including structural, mechanical and electrical, during the preparation of the final proposal for the Columbia Point Redevelopment.

H.W. MOORE ASSOCIATES

H.W. MOORE ASSOCIATES, INC.

H.W. Moore Associates, Inc. has fifteen years of experience in the planning and engineering of residential, commercial and industrial projects. The firm has provided these services for residential projects which total over 35,000 units and range in size from a 21-unit luxury condominium project in Brookline to a 960 unit complex currently in the planning stage in Marlborough, MA. A sampling of projects for which we have provided detailed site engineering and planning services, which have been completed or are under construction, are as follows:

1. White Cliffs - a 403-unit luxury condominium project, with an 18-hole golf course, in Plymouth, MA, where construction is commencing.

2. Country Farm Estates - a 690-unit residential community consisting of 440 condominium units, an 18-hole golf course, and 250 single-family house lots on Cape Cod. Four miles of roadway are complete, and many of the lots are occupied, although the condominium phase, while planned and partially engineered, has not yet commenced.

3. Kings Lynne - a 450-unit mixed income apartment complex in Lynne, MA, which was completed several years ago.

4. Mission Park - a 754-unit mixed income apartment complex in Boston, which was completed several years ago.

5. Bell Pond - a 300-unit elderly housing project in Worcester, MA, recently completed.

6. Fidelis Way - a 400+ unit mixed income housing project in Boston, where construction is commencing.

Some of the non-residential projects of an order of magnitude comparable to Columbia Point, where we have provided detailed civil/site engineering and planning services, are as follows:

1. State Street South, Quincy, MA - This is an office complex currently composed of four buildings with 1,441,000 square feet of floor area on some 60 acres of filled marsh land, along the Neponset River. Our Our involvement in the project began with our supervision of the filling of the original marsh, and has included the Kemper Insurance site, Newport Avenue Extension (the arterial street serving the area), the North Quincy M.B.T.A. Station, and all drainage and utilities services serving the area.

2. New England Executive Park, Burlington, MA - This office park which is fully developed, consists of some 1,200,000 square feet of floor area. Our involvement began at the inception of the project fifteen years ago, and we have provided all engineering and site design services required during the entire development period.

3. I-95 Industrial Park at I-495 in Mansfield, MA. - This office planned the 800-acre park, designed the streets, utilities and drainage systems, and provided detailed site engineering services for many of the individual development.

4. Framingham Office and Administration Complex, on a 150-acre site in Framingham, MA - This project currently under design consists of a 500,000 square foot first phase building with provisions for long-term expansion. Our services have included the original planning and feasibility studies, the Environmental Impact Report, development of access facilities, and the project site design and engineering.

In terms of detailed experience dealing with specific problems relevant to Columbia Point, the following are some of the services provided by this office:

1. Construction on poor soil conditions.

    a. The State Street South project described above was constructed entirely on rubble fill over virgin marsh land and organic silts, ranging from 10 to 50 feet in thickness. Pre-load embankments were used in some

areas where schedules allowed, to accelerate consolidation of the organic soils, while other areas were designed to survive severe and predicted settlement. Numerous inovations were developed by this office in dealing with drainage and utilities under these conditions, especially at the building-site interface, where utility lines crossed from the pile supported unyielding building foundations to the adjacent site, where predicted and actual settlement has been as much as 18 inches.

b. Jordan Marsh Warehouse, Squantum, MA - This office prepared specifications and designed the access road to the site across a mile of deep organic deposits and marsh land.

c. Spaulding & Slye Corp. Office Park in Charlotte, N.C. - This office developed feasibility studies and recommendations for the utilization of a 20-acre closed sanitary landfill as an office development site where design work is currently underway.

d. Numerous other projects have been engineered by this office where portions of the site contained poor soils, either natural or filled, and where it was necessary to remove all or part of the material, proofroll, or surcharge, in order to utilize the land.

2. Waterfront and Water-Related Improvements

a. Boston Harbor Marina, Quincy, MA - This office has served the Marina for the past ten years, regarding design of erosion control facilities, and proposed waterfront development projects yet to be implemented on the site.

b. The State Street South project involved slope stabilization, channel protection, and drainage control along some 3000 feet of site waterfront perimeter.

c. Quincy Shore Drive, Quincy, MA - This office prepared plans for, and the M.D.C. constructed a sea wall, beach improvements, a recreation park, a breakwater and roadway improvements along Wollaston Beach.

d. Tucks Point, Beverly, MA - This office has prepared plans and specifications for this luxury condominium project, currently under construction on a waterfront site, which was formerly a tank farm.

   e. Hawthorne Point, Gloucester, MA - This office has prepared plans and specifications for this luxury condominium project site located literally on shoreline, over sea walls and rock fill, constructed as part of the project.

   f. Ocean Shore in Lynn, MA - This condominium project is on reclaimed land, directly on the waterfront, overlooking Lynn Harbor, where this office prepared the design for the site facilities, as well as the fill and shore protection provisions.

3. Utilities

   a. In Quincy, MA, under code enforcement programs, this office planned, designed and inspected the installation of over 20 miles of street and itilities improvements.

   b. In Quincy, MA, this office prepared the Step I Infiltration/Inflow analysis for the entire City sewer system.

   c. In Brockton, MA for the Redevelopment Authority, this office has planned, engineered and inspected the installation of several miles of street and utilities improvements.

   d. All of the residential, commercial and industrial projects described above, as well as numerous other projects over the past 15 years, this office has engineered the necessary utility systems.

4. Circulation

   a. Circulation planning, including traffic studies, channelization and signalization design and street improvements to varying degrees have been integral parts of most of the projects engineered and planned by this office, including all of those described elsewhere herein.

   b. Downtown traffic circulation study for the city of Quincy.

   c. Downtown traffic signal system and street improvement design for the city of Brockton.

   d. Traffic and circulation studies and design as part of a Master Plan for the Andover Tech Center, a 700-acre office, research and development park in Andover, MA.

e. Traffic and circulation studies and design, as part of a Master Plan prepared by this office, for a 400-acre industrial park on Long Island, New York.

f. Traffic and circulation studies for numerous McDonald's and Papa Gino's restaurants.

g. Circulation studies as part of the master planning for the Woburn Redevelopment Authority industrial park.

5. Demolition

a. Preparation of demolition specifications for numerous buildings and parts of buildings for the Brockton Redevelopment Authority in downtown Brockton.

b. Demolition specifications for a commercial building in Cambridge, MA.

c. Demolition specifications for partial demolition of buildings for the Chestnut Street housing rehabilitation project in Lynn, MA.

d. Demolition specifications for the Kincade Furniture building in Quincy Center.

H.W. Moore Associates, Inc., currently is providing engineering services for several projects not previously identified. These include:

1. Preparation of an Environmental Impact Report for a proposed 300-acre industrial park in Hollistan, MA. This effort is nearing completion.
2. Environmental studies on an as-required basis for the Environmental Section of the Mass. Dept. of Public Works, at Nashua St., Boston, MA
3. Preparation of engineering plans and specifications for several small (20-50 units) condominium projects at various stages of completion.
4. Feasibility studies for several parcels of land, ranging from 20 to 100 acres in size, to determine development feasibility, approval requirements, etc.

The combination of projects currently at the various stages of completion has provided this office with a steady work load, which is both manageable and adequate to maintain a stable productive work force. Given the state of the economy, it appears evident that the backlog of available work is diminishing and a strong in-hours availability to extensively engage in new projects will occur by January, 1983.

H.W. Moore Associates, Inc. have an outstanding track record of hiring, training, educating and advancing minorities and women. Prior to the establishment of any Federal, State or Municipal guidelines regarding Affirmative Action, H.W. Moore Associates, Inc. pursued both with the spirit and substance the Affirmative Action and Equal Opportunities policies that now prevail. As of 1982, 40% of HWM's employees are minority/women.

This percentage occurs as follows:

MINORITY TYPE	MANAGERIAL	PROFESSIONAL	TECHNICAL	OFFICE/ CLERICAL
Black Male			1	
Black Female				1
White Female	1	2	2	
Oriental Male		1		
Spanish Surname Male		1		
Non-Minority Personnel	___	6	6	___
TOTAL PERSONNEL	1	10	9	1

GEOTECHNICAL CONSULTANTS OF
MASSACHUSETTS, INC.

Geotechnical Consultants
of Massachusetts, Inc.
(617) 685-4800

11 October 1982

Corcoran, Mullins, Jennison, Inc.
One Heritage Drive
Quincy, MA 02171

ATTENTION: Mr. Allen Isbitz

RE: Columbia Point Project
Boston, MA

Dear Mr. Isbitz:

In accordance with our recent discussions, we are pleased to present herein a discussion of the subsurface conditions anticipated in the Columbia Point area as well as a brief summary of our experience in the project vicinity and with similar geotechnical considerations.

The Columbia Point region was initially a tidal marsh with a surface grade of approximately +0 Boston City Base. Early in the 20th Century, a coking plant was in operation and its wastes were deposited over the marsh. In the 1920's, refuse filling began and did not end until 1962. The early refuse was burned in-place to minimize the volume use, however, the bulk of the dumping and volume use occurred after 1944 when over half of the total was placed. The landfill grade was established at about +20 Boston City Base. Based on exhaustive studies around 1970, the refuse decomposition was still incomplete and smoldering was encountered in the explorations.

The typical subsurface profile beneath the miscellaneous refuse FILL includes PEAT and Organic SILT underlain by a thin layer of granular soil; in turn underlain by Boston Blue CLAY extending some 150 to 200 feet below the surface. The Clay is underlain by Glacial TILL over Argillite bedrock. The water table is established at about elevation +10 Boston City Base.

The above conditions represent some interesting geotechnical challenges including methane gas venting; settlement control; foundation and slab systems; utility support and general site improvements that will remain stable. The existing facilities at Columbia Point have utilized a series of foundation systems including deep piles to till or rock, shallow friction piles in the clay, caissons on the clay crust, mat foundations and modified raft foundations.

Geotechnical Consultants of MA, Inc. has been involved in numerous projects in the Boston area requiring considerations similar to those mentioned above. A brief summary listing of some of the most representative projects is presented below:

A. METHANE GAS STUDIES

1. Monticello Ave. Housing, Columbia Point, MA.
2. Exeter Housing Project, Exeter, N.H.
3. Southwest I High School, West Roxbury, MA
4. Woburn Industrial Park, Woburn, MA

B. SIMILAR SUBSURFACE CONDITIONS

1. U-Mass. Columbia Point, TPT pile testing.
2. Bay Towers, South Boston, MA.
3. Occupational Resource Center, Roxbury, MA.
4. Central Maintenance Facility, South Boston, MA.
5. IBEW Facility, Dorchester, MA.
6. Charles River Park, Boston, MA.
7. Bellflower Housing, Dorchester, MA.
8. Blackstone Housing, Boston, MA.
9. Symphony Towers, Boston, MA.
10. Victory Gardens, East Boston, MA.
11. NDP I & II, East Boston, MA.
12. Barnes School, East Boston, MA.
13. Boston Marine Industrial Park, South Boston, MA.
14. MBTA Power Station, South Boston, MA.
15. Lincoln Power Station, Boston, MA.
16. Parcels C2B, E8, 29C, & 36, Boston, MA.

C. UTILITIES, SITE DEVELOPMENT, ETC. OVER POOR SUBUSRFACE SOILS

1. Chelsea Hill Development, Chelsea, MA.
2. Magnolia Ave. Housing, Lynn, MA.
3. Breman Street Extention, East Boston, MA.
4. Mystic Mall, Chelsea, MA.
5. Assembly Square Mall, Somerville, MA.

We trust that the foregoing will be adequate to establish our qualifications relative to the geotechnical evaluation required for development of the subject project. Enclosed herewith are copies of our brochure which will provide some background information and generally set forth the scope of services we can provide.

We appreciate the opportunity to present this information and look forward to working with you as part of the development team. Should you have any questions or require additional information, please feel free to call me.

Sincerely,

Samuel A. Fusco

Samuel A. Fusco, P.E.
President

SAF:gf
Enclosure

OCT 1 3 1982

Geotechnical Consultants
of Massachusetts, Inc.
(617) 685-4800

13 October 1982

Corcoran, Mullins, Jennison, Inc.
One Heritage Drive
Quincy, MA 02171

Attention: Mr. Allan Isbitz

RE: Columbia Point Project
Boston, MA

Dear Mr. Isbitz:

As per your request, we present herein a discussion of our firm's composition and our affirmative action policy.

Geotechnical Consultants of MA, Inc. is a firm of Five (5) professionals offering geotechnical consulting services to the construction industry. We presently employ four (4) men and one (1) woman and we do not foresee any expansion in the near future. We have been successful in providing effective and efficient service with the staff on hand.

Regarding affirmative action, we make every effort to afford all qualified individuals a fair and equal opportunity for employment. We are an Equal Opportunity Employer and we advertise in the local newspapers when looking for additional staff members.

We trust that the above will be adequate. Please call me if you have any other requirements.

Sincerely;

Samuel A. Fusco

Samuel A. Fusco, P.E.
President

SAF/gf

Willows Professional Park • 799 Turnpike Street • North Andover, Mass. 01845

OCT 1 4 1982

Geotechnical Consultants
of Massachusetts, Inc.
(617) 685-4800

12 October 1982

Corcoran, Mullins, Jennison, Inc.
One Heritage Drive
Quincy, MA 02171

Attention: Mr. Allan Isbitz

RE: Columbia Point Project
Boston, MA

Dear Mr. Isbitz:

Following our discussion today, I would like to supplement my transmittal of 11 October 1982 to include a brief listing of projects dealing with construction along a waterfront. This should complete the total scope of anticipated geotechnical involvement with regard to the above referenced project.

Some waterfront facility projects we have been associated with are listed below:

1. Head of the Harbor, Gloucester, MA
2. Boston Lighthouse on Little Brewster Island, Boston, MA
3. Portsmouth Naval Shipyard Buildings 72 and 299, New Hampshire
4. Boston Marine Industrial Park, South Boston, MA
5. The Clipper, Quincy, MA
6. Riverview Towers, Fall River, MA
7. Museum Wharf, Boston, MA
8. Barnes School, East Boston, MA
9. Bay Towers, Dorchester, MA
10. Star Fisheries Wharf, Gloucester, MA
11. The RINK, Salisbury Beach, MA
12. Mobil Terminal, Portland, ME
13. Hampton Beach Condominiums, MA

I hope that the above information together with the previous submittal will be adequate evidence of our experience and cap-

ability to deal with the anticipated geotechnical considerations at this site. I would like to re-emphasize my interest in participating on your development team and my interest in being of service to CMJ. We are staffed and equipped to provide efficient and cost effective service.

If you have any questions or require additional information, please feel free to call me.

Sincerely;

Samuel A Fusco

Samuel A. Fusco

SAF/gf

GEOTECHNICAL CONSULTANTS

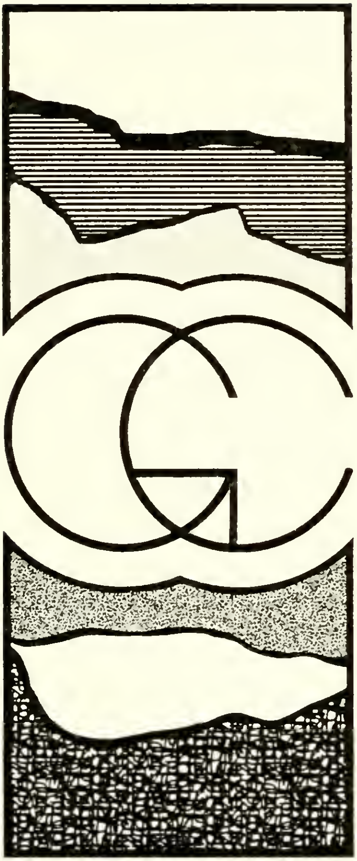
PROJECTS PENDING OR UNDER CONSTRUCTION

1. Sweetheart Plastics Warehouse, Wilmington, MA.
   400,000 sq. ft. bldg.
   400 foot long dike
   Design completed-Summer 1982
   Inspection of de watering-Fall/Winter 1982

2. North Hill Retirement Community, Neeham, MA.
   250 units
   Design/subsoil-Summer 1982
   Field Inspection-Spring 1982

3. Rite Media Sign Foundation, South Boston, MA
   90 ft. deep foundation
   Completed-Investigation, borings design
   Pile foundation-Fall 1982

4. Sefalo Memorial Complex
   Housing units
   Pile foundations
   Inspection-presently



Geotechnical
Consultants
of Massachusetts, Inc.

GEOTECHNICAL CONSULTANTS OF MASSACHUSETTS, INC.

Geotechnical Consultants of Massachusetts, Inc., through its principals, associates and staff, brings an unusual combination of talents to bear on diverse and often complex projects involving soil and rock mechanics and foundation engineering as well as general civil engineering considerations.

The firm was organized in 1970 to provide engineering services for architects, engineers, developers, contractors, government agencies, industrial organizations, private industry, state and city agencies as well as private individuals. The firm's personnel are experienced in all civil and geotechnical aspects of the design and construction of buildings, retaining structures, waterfront facilities, waste disposal projects, highways, dikes, bridges, dams, tanks and towers.

Our firm takes pride in offering individual, personalized service regardless of the size of the project. We are adaptive and versatile allowing us to successfully and economically participate in a wide variety of projects. Samuel A. Fusco, President and Owner of the firm, is a registered professional engineer in nine states and is personally involved in all the projects undertaken by the company.

SCOPE OF SERVICES

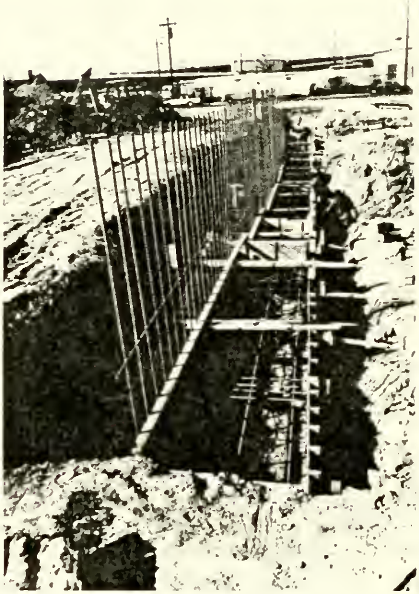
- Soil and Foundation Engineering
- Earth Retaining Structure Design
- Underpinning Evaluation and Design
- Waterfront Structure Design
- Geohydrologic Studies
- Construction Inspection
- Expert Witness Testimony
- Site and Civil Engineering

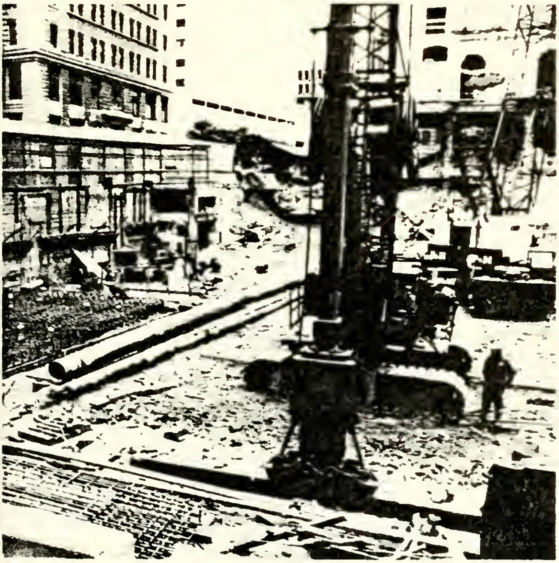
• SOIL AND FOUNDATION ENGINEERING

Geotechnical Consultants of Massachusetts, Inc. provides consulting services relative to soil behavior resulting from land development influences as well as consultation in the selection and design of the most economical means to provide support for proposed structures upon the underlying soil and rock media.

Soil and Foundation Engineering analysis is essential in dealing with the highly complex subsurface conditions in the New England area.

GCM has provided soil and foundation engineering services for a wide variety of clients and an equally varied range of projects. Our services include:

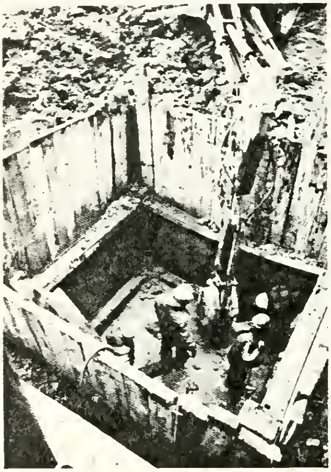




- Site and Subsurface Investigation
- Laboratory Testing
- Bearing Capacity Analysis
- Settlement Analysis
- Foundation Selection
  - — Footings
  - — Caissons
  - — Piles
  - — Mats
- Design Criteria Determination
- Liquefaction Evaluation
- Slope Stability Studies
- Waterproofing and Underdrain Requirements
- Siesmic Studies
- Construction Cost Estimates
- Specification Preparation

• EARTH RETAINING STRUCTURE DESIGN

GCM provides engineering services relative to investigation, design and construction of permanent and temporary earth retaining structures. Our services include:



- Investigation and Testing
- Lateral Pressure Evaluation
- Analysis and Design
  - — Concrete Retaining Walls
  - — Soldier Pile and Lagging Systems
  - — Steel Sheetpile Walls
  - — Braced Excavations
  - — Tongue and Groove Wood Sheeting
- Specification and Plan Preparation

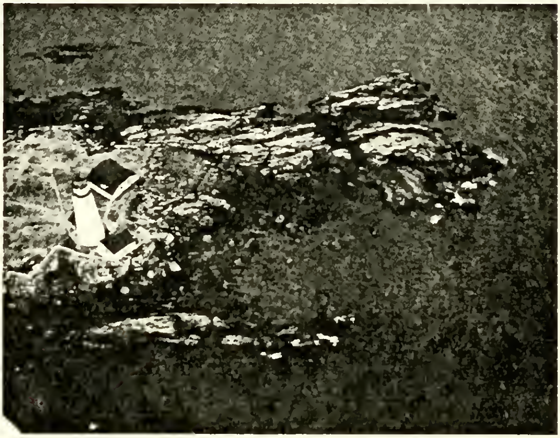
• UNDERPINNING EVALUATION AND DESIGN

Underpinning is the process of modifying an existing foundation system to either re-establish proper support beneath a building experiencing settlement or to adapt the system for compatibility with proposed new adjacent foundation construction. Our services relative to underpinning include:

- Investigation and Testing
- Procedure Selection
- Design Criteria
- Specification Preparation
- Monitoring

• WATERFRONT STRUCTURE DESIGN

Waterfront facilities require special design efforts relating to wave action, erosion, ice pressures and a host of other considerations. GCM has been involved in a wide variety of waterfront structures including consultation regarding the following items:



- Breakwater Design
- Earth and Rock Dikes
- Fender Pile Systems
- Mooring Facilities
- Earth and Rock Dams
- Cofferdams
- Piers

• GEOHYDROLOGIC STUDIES

The interaction between groundwater and subsurface soil and rock materials is a parameter that must be evaluated in order to eliminate groundwater pollution and depletion by construction activities. Some broad categories of pertinent projects are listed below:

- Landfill Sites
- Wastewater Treatment Facilities
- Well Evaluation
- Groundwater Aquifer Studies
- Dewatering and Recharge Systems

• CONSTRUCTION INSPECTION

Field monitoring, testing and inspection of geotechnical desig features are essential to ensure that construction is in accordance with the design concept and parameters. Also, since ther is always some interpolation regarding subsurface conditions field inspection allows modification of design to accommodate actual circumstances.

GCM provides the following Quality Assurance Services:

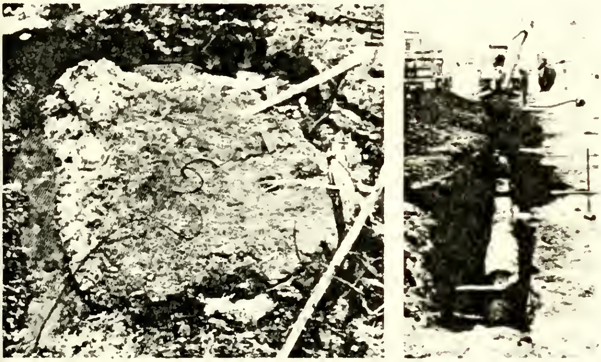
- Compacted Fill Installation
- Excavation
- Pile Installation
- Bearing Capacity Confirmation
- Caisson Installation
- Load Tests
- Existing Conditions Survey
- Surcharge Monitoring
- Instrumentation
- Laboratory Testing

• EXPERT WITNESS TESTIMONY

Samuel A. Fusco holds a BSCE and MSCE degree with a specialty in Soil Mechanics and Foundation Engineering. He is a Registered Professional Engineer in nine states and has been a consultant since 1969. He has a wide range of practical experience and has provided expert witness testimony before a Master and at Arbitration hearings. GCM is pleased to offer this service to the construction industry.

• SITE AND CIVIL ENGINEERING

Geotechnical Consultants of Massachusetts, Inc. offers consulting services relative to site development and civil engineering aspects of construction. Generally, our involvement in this field remains geotechnically oriented dealing mainly with facilities at or below grade.



We have been involved with some interesting engineering projects including some of the following civil engineering design considerations:

- Drainage Design
- Sewerage Disposal Systems
- Percolation Tests
- Parking Lot Design
- Site Grading Plans
- Variance Plans
- Water Distribution Plans
- Redevelopment Plans
- Pavement Design

Geotechnical Consultants

WILLOWS PROFESSIONAL PARK • 799 TURNPIKE STREET • NORTH ANDOVER, MA 01845
TELEPHONE No. (617) 685-4800

DAVID M. BERG, INC.

DAVID M. BERG, INC.
CONSULTING ENGINEER
570 HILLSIDE AVENUE. NEEDHAM. MASS. 02194
(617) 444-5156

October 12, 1982

Corcoran, Mullins, Jennison
1776 Heritage Drive
Quincy, MA 02171

Re: Columbia Point Project

Gentlemen:

In amplification of the enclosed material we offer the following additional information:

A. We are an equal opportunity employer. At the present time we have in our employ one female engineer and a Hispanic surnamed draftman;

B. At the present time we are operating at approximately seventy per cent capacity and as can be noted from our project list have handled large projects in the past. The value of projects presently under construction is in the order of thirty to thirty five million dollars; the value of work under design is in the order of twenty to twenty five million. Our normal anual construction value is in the order of one hundred twenty five to one hundred fifty million dollars;

C. In this particular project, we see our work as structural consultants as two-fold;
   1. Using available existing documents and field observations, determine what remedial structural work is required for portions of the project to remain and also how and where to demolish those portions that are no longer required;
   2. Provide such structural engineering consultation as required for the retrofitting of the existing buildings to remain so as to satisfy the building program.

Very truly yours,

David M. Berg, Inc.

David M. Berg P.E.

DAVID M. BERG, INC.
CONSULTING ENGINEER
570 HILLSIDE AVENUE, NEEDHAM, MASS. 02194
(617) 444-5156

October 14, 1982

Corcoran, Mullins, Jennison
One Heritage Drive
Quincy, MA 02171

Re: Columbia Point Project

Gentlemen:

In an effort to elaborate on our experience with projects with demolition of similar nature, we submit the following list and brief explanations:

1. Lowell Market Mills, Lowell, MA $8,000,000.00 this project involved converting two, five level mill buildings into mixed elderly and low income housing of some 260 units. Work included demolition of existing framing and walls. New masonry infill walls, mezzanine areas removal of selected areas for stairs, elevators and core areas for commercial space and arch treatment. Several structural areas had to be replaced due to fire damage and decay.

2. Morgan Square Housing Complex, Springfield, MA 266 unit, three building complex in a decayed area just outside of Springfield Center. Work involved the repair of exterior masonry, foundation shoring due to settlement. New mezzanine area was added, floor removed and ramps added to integrate the levels between buildings. Two adjacent multilevel parking structures of precast concrete were included in the project design.

3. Brickyard School Terrace & Mitchell School Housing, Syracuse, NY Conversion of existing elementry school structures of concrete and masonry construction to elderly housing. Selected demolition included removal of the gym structure and entrance areas, with construction of a four level addition.

4. Leominster Savings Bank, Lemonister, MA Renovation of several adjacent masonry bearing wall structures to convert areas into three office and banking levels.

5. Chelsea Jewish Nursing Home, Chelsea, MA Along with a 125 plus bed steel frame addition the existing facility was kept operational until the addition was complete. At the present time a portion of the existing building is being rehabed. This includes removal of interior bearing wall and replacement with steel frame.

October 14, 1982

Corcoran, Mullins, Jennison
One Heritage Drive
Quincy, MA 02171

Re: Columbia Point Project

6. Keene City Hall, Keene, NH Presently under construction this project involves the selective demolition of the interior of several adjacent masonry bearing wall structures surrounding the present Keene City Hall. New floor framing, columns are being installed along with extensive repairs to the masonry facade.

7. Old Town Apartments, Cincinnati , Ohio A concrete frame multi-story parking structure converted to housing units. Work included, demolition of access ramps, demolition of selected floor areas for new stairs and elevators and addition of new floor and roof structure over the existing roof.

Very truly yours,

David M. Berg, Inc.

David M. Berg P.E.

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REPRESENTATIVE LIST OF DEMOLITION PROJECTS

Project Name	Type of Structure	Extent	Value	Year
Green/Chestnut St Sites Lynn, MA	Bearing Wall	Partial & Selective	$430,000.00	1982
Market Mills Lowell, MA	Bearing Wall	Partial	$ 50,000.00	1981
Savin Hill Boston, MA	Concrete	Partial	$ 25,000.00	1981
Chelsea Jewish Nursing Home Chelsea, MA	Bearing Wall	Partial	$ 10,000.00	1981
Purity Supreme Inc. Winchester, MA	Bearing Wall	Partial	$ 10,000.00	1981
Leominster Savings Bank Leominster, MA	Bearing Wall	Partial	$ 13,000.00	1980
Central Steel Somerville, MA	Steel Frame	Total	$100,000.00	1982
Morgan Square Housing Springfield, MA	Bearing Wall	Partial	$ 20,000.00	1981
Grand Bostonian Hotel Boston, MA	Bearing Wall	Partial	$ 15,000.00	1982

REPRESENTATIVE LIST OF PROJECTS

PARKING STRUCTURES

City of Springfield Parking	Springfield, MA	$3,000,000.00	1981
City of Fitchburg Parking	Fitchburg, MA	$2,000,000.00	1979
Concord Municipal Parking	Concord, NH	$1,500,000.00	1982

HOUSING

Reservoir Towers	Boston, MA	$8,000,000.00	1978
Lowell Market Mills	Lowell, MA	$8,000,000.00	1981
Florence Street Apartments	Malden, MA	$10,000,000.00	1981
Harbor Towers	Meriden,CT	$6,000,000.00	1982
Union Wharf	Boston, MA	$4,000,000.00	1980

OFFICE BUILDINGS

1842 Beacon Street	Boston, MA	$1,200,000.00	1974
Winchester Savings Bank	Winchester, MA	$2,500,000.00	1978
Reliance Savings Bank	Belmont, MA	$2,000,000.00	1980
245 Bear Hill Road	Waltham, MA	$2,500,000.00	1978

SPECIALTY STRUCTURES

Schaefer Stadium	Foxboro, MA	$6,500,000.00	1971
Rich Stadium	Orchard Park, NY	$18,000,000.00	1973

SCHOOL PROJECTS

Andover Schools	Andover, MA	$10,500,000.00	1983
Brockton High School	Brockton, MA	$9,000,000.00	1970

MUNICIPAL & STATE GOVERNMENT

MCI Kitchen Facility	Bridgewater, MA	$6,000,000.00	1982
State Police Garage	Framingham, MA	$ 890,000.00	1981
Public Works Garage	Dedham, MA	$ 400,000.00	1972
MCI Treatment Center	Bridgewater, MA	$16,000,000.00	1982

DEMOLITION

Green Street & Chestnut Street Sites	Lynn, MA	$ 500,000.00	1982
Market Mills	Lowell, MA	Included Above	1981

DAVID M. BERG, INC.
CONSULTING ENGINEER
NEEDHAM, MASSACHUSETTS

The firm of David M. Berg, Consulting Engineer, later incorporated as David M. Berg, Inc., was established in the Fall of 1962 to provide service in the field of Structural Engineering to Architects, Manufacturers and Contractors.

Personnel at the present time consists of four structural engineers and six draftsmen.

David Berg, President and Chief Engineer has received both a Bachelor and Master of Science degree in Civil Engineering from the Massachusetts Institute of Technology. In addition, he is a registered Professional Engineer in all the New England States, as well as New York, New Jersey, Virginia, Pennsylvania, West Virginia, North Carolina, and Florida.

Mr. Berg had had ten years of varied experience in the field of Structural Consulting prior to the establishment of his own practice. At one time or another, he had held the position of Chief Engineer, Project Manager, and Senior Design Engineer with several of the local leading Consulting Engineering firms, as well as having been a field Engineer and Superintendant for general contractors.

In addition to the above, Mr. Berg has served as a commissioned officer in the Corps of Engineers, U.S. Army, and has also been an Instructor at the Massachusetts Institute of Technology.

Membership in professional organizations includes the Boston Association of Structural Engineers, The Boston Society of Civil Engineers, The American Concrete Institute, and Massachusetts Construction Industry Board.

Robert Freel, has received a Bachelor of Science degree in Civil Engineering from Southeastern Massachusetts Institute of Technology and has had ten years of experience with several consulting firms in the greater Boston area and is a registered Professional Engineer in a number of the New England States.

Anna Sebok received her Master's degree in Structural Engineering from the Technical University in Budapest. In addition to her work in several European Countries, Mrs. Sebok has had twenty years of experience in consulting work in the Boston area.

Peter Banks, Office Manager and Chief Draftsman has been in the field of Structural Engineering for over twenty years.

DAVID M. BERG
42 Aletha Road
Needham, MA 02192
(617) 444-6560

PERSONAL DATA:	Born: June 28, 1932 Marital Status: Married, Two Children
EDUCATION:	Boston Public School System Massachusetts Institute of Technology Bachelor of Science in Civil Engineering 1953 Master of Science in Civil Engineering 1955
REGISTERED PROFESSIONAL ENGINEER:	Massachusetts, Connecticut, Rhode Island, Vermont, New Hampshire, Maine, New York, New Jersey, Pennsylvania, Ohio, Indiana, Missouri, Florida, Maryland, North Carolina, National Council of State Boards of Engineering Examiners.
NATIONAL HONOR SOCIETIES:	Chi Epsilon, Sigma Xi
PROFESSIONAL ORGANIZATIONS:	Boston Association of Structural Engineers, Past President, Boston Society of Civil Engineers, Massachusetts Construction Industry Board, Trustees, Past Secretary, American Concrete Institute, American Institute of Timber Construction, Precast Concrete Institute, American Arbitration Association.
PROFESSIONAL AWARDS:	Honor Award - Concrete Reinforcing Steel Institute for "Engineering Excellence and Economy of Design for Site Cast Reinforced Concrete Structures" 1978
WORK EXPERIENCE:	1952-1953 Field Engineer - Bossi Construction Corporation 1954-1956 Structural Engineer- Goldberg-LeMessurier Associates, Inc. 1956 U.S. Navy 1956-1958 First Lieutenant- U.S. Army Corps of Engineers 1958-1960 Structural Engineer- Goldberg-LeMessurier Associates, Inc. 1960-1962 Chief Engineer- Albert Goldberg Associates, Inc. 1962-1963 Private Practice- David M. Berg P.E. 1963-Present President, Chief Engineer David M. Berg, Inc. Consulting Engineer

In addition to the above, I have served on the Town of Needham Building Code Committee and presently serve on the Building Code Appeals Board in Needham.

LAWYER QUALIFICATIONS

Goodwin, Procter, and Hoar
Edward W. Brooke, Legal Counsel

GOODWIN, PROCTER & HOAR
(A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS)
COUNSELLORS AT LAW
28 STATE STREET
BOSTON, MASSACHUSETTS 02109

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INTERNATIONAL AND DOMESTIC
TELECOPIER (617) 523-1231
TELEX 94-0640
CABLE · GOODPROCT, BOSTON

JOHN S HECHEM
FREDERICK J ROBBINS, P C
DONALD J EVANS, P C
WILLIAM J PECHILIS
SAMUEL HOAR
ROBERT B FRASER
PRESTON H SAUNDERS P C
MARSHALL SIMONDS P C.
RUSSELL G SIMPSON, P C
HENRY B SHEPARD, JR. P C
ARTHUR L STEVENSON
PAUL R RUDD P C
WILLIAM B KING, P C
SAMUEL L BATCHELDER, JR
EDWARD T O'DELL, JR., P C
ALLAN van GESTEL
WILLIAM H GORHAM, P C
JOSEPH W HALEY
A JEFFREY DANDO, P C
MICHAEL STEINBERG, P C
JOSEPH L COTTER
DONALD P QUINN, P C
GEORGE W BUTTERWORTH III
DAVID P RIES
DONALD B GOULD
RICHARD E FLOOR, P C
JEROME H SOMERS
ROBERT D PAUL
JON D SCHNEIDER

ROBERT C POMEROY
STEPHEN W CARR
PAUL F WARE, JR
DON M KENNEDY
RICHARD A SODEN
EDWARD L GLAZER
RAYMOND P BOULANGER
THOMAS J GRIFFIN JR
PAUL F McDONOUGH, JR
ROBERT F HOUSER
HOWARD A CUBELL
KENNETH A COHEN
JOHN J CLEARY
EVAN JONES
WILFRED J BENOIT, JR
MICHAEL H GLAZER
SUSAN M COOKE
TIMOTHY D JAROCH
FRANCIS W DUBREUIL
THOMAS E PECKHAM
ANTHONY M FEEHERRY
JAMES E McGUIRE
CAROL GOODMAN
JAMES J DILLON
JOHN KENNETH FELTER
CAROL BURCHARD O'HARE
F BEIRNE LOVELY, JR
LAWRENCE R CAHILL
DAVID H MURPHREE

COUNSEL
JOSEPH F KNOWLES
CHARLES D POST
RICHARD M NICHOLS
CARL F SCHIPPER, JR
LEONARD WHEELER

OF COUNSEL
GERALD D McLELLAN
GAIL GARINGER

DAVID F DIETZ
ANDREW J LEY
JAMES B FARMER
EDWARD MATSON SIBBLE, JR
TODD L FLIPP
JAMES M PRESTON
PAUL W LEE
SUSAN KATZ HOFFMAN
JOAN HILSTEIN
JEFFREY C BATES
JEFFREY N HERMAN
MARJORIE SOMMER COOKE
LYNNE E LARKIN
SUSAN M HALL
LUCY WEST BEHYMER
MARGARET R HINKLE
LEE H SANDWEN
WILLIAM A KUNCIK
HENRY C GINDER
ROWENA H CONKLING
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DIANE CURRIER RYAN
THOMAS P STORER
JONATHAN P FELTNER
LEONARD G LEARNER
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STUART M CABLE
PAUL E NEMSER
SALLY C REID

LORETTA M SMITH
MARTHA COAKLEY
ROBERT P WASSON JR
HOLLY H STRATFORD
MARIAN A TSE
JAMES W NAGLE
RAYMOND C ZEMLIN
ANDREW S HOGELAND
TRUDY P REILLY
CATHERINE S CROISANT
DAVID S BALABON
STEPHEN A WILLIAMS
MARIE LEFTON
CHRISTOPHER P DAVIS
CATHERINE E SULLIVAN
NAOMI GOLDFIELD BALINE
ROBERT C BUCKLEY
CERISE H LIM EPSTEIN
RICHARD A OETHEIMER
HOLLY C LAURENT
FRANK DENNIS SAYLOR, IV
MARJORIE R GORMAN
JAMES C PALMER
ELLEN S. CAUSEY
CHRISTINE HUGHES
BRETT A ROBBINS
MARY-KATHLEEN O'CONNELL

GOODWIN, PROCTER & HOAR

Goodwin, Procter & Hoar is a Boston law firm with 121 lawuers, of which 6 are real estate partners and 12 are real estate associates. The firm also has large corporate, tax, labor and municipal bond departments, among others.

The partner who will be involved in the Columbia Point project is A. Jeffrey Dando, P.C. He has represented many clients in the New England area in all aspects of real estate development and financing, specifically including new construction and rehabilitation of housing and mixed-use properties. Goodwin, Procter & Hoar represented Corcoran, Mullins, Jennison, Inc. in the development of King's Lynne Apartments, the novel and highly successful total renovation of a failed housing project in Lynn using state "884" funds and MHFA financing. Goodwin, Procter & Hoar rendered counsel on all aspects of the rehabilitation, including negotiations with King's Lynne Residents' Council, the tenant association which is a 50% general partner is that venture.

As counsel for Immobiliare New England, Goodwin, Procter & Hoar and the partner in charge have represented the developer throughout all aspects of the complicated Charlestown Naval Shipyard project, including the negotiation of a phased Land Disposition and Development Agreement with the Boston Redevelopment Authority, extremely complicated title and zoning matters, and HUD 221 (d) (4) tandem plan mortgage financing on the first phase.

As counsel for John M. Corcoran Company, the firm and partner in charge are currently negotiating the Contract of Sale and related documentation on Fidelis Way with Boston Housing Authority.

Part of Goodwin Procter & Hoar's responsibilties in representing Urban Investment and Development Co. with respect to Copley Place were the negotiations with the Commonwealth of Massachusetts Office of State Planning and the Massachusetts Turnpike Authority culminating in the signing of an Air Rights Lease on the entire 10.5 acre parcel in Copley Square. The transaction has been described by former Governor Dukakis as a "unique public-private relationship involving levels of citizen review and equal employment opportunity hitherto unparalleled in private transactions." Goodwin, Procter & Hoar was also active in the relationship with the Copley Place Citizens Review Committee during the planning process.

The firm and the partner in charge have participated in a significant number of condominium developments, conversions and financings, and the firm has recently been active in the consideration of several major proposed conversions to cooperatives in the City of Boston.

As counsel to Corcoran, Mullins, Jennison, Inc. and several other major New England developers the firm and the partner in charge have managed scores of HUD and MHFA financings utilizing most if not all available financing programs, including without limitation FHA 221(d) (4), MHFA "construction only" and "construction-permanent" loans, FHA Sec. 236 interest subsidy and rent supplement programs, Section 8 rent subsidies, State "13A" subsidies, Section 234 moderate income condominium financing, and tax-exempt privately financed revenue bonding of construction financing for federal "turnkey" projects and privately-owned low-moderate income housing having "tandem plan" long-term FHA financing.

More that 100 low-moderate housing partnerships and many other investment partnerships have been "syndicated" (sold to investors interested in a combination of equity appreciation potential, income and income tax benefits) under the combined supervision of the firm's real estate, tax and corporate departments. The firm also represents syndicators, broker-dealers and investors in similar transactions.

GOODWIN, PROCTER & HOAR

Projects Pending or Under Construction

Developments pending or under construction as to which Goodwin, Procter & Hoar and the partner in charge have a significant role as legal counsel include the following:

Copley Place	Urban Investment
Charlestown Navy Yard	Immobiliare New England
Bayside Mall	O/Connell Bros/CMJ
Three Heritage Drive Quincy	O'Connell Bros./Forge Development
Fidelis Way	John M. Corcoran and Co.
Malden Turnkey	John M. Corcoran and Co.
Quaker Meadows Lynn, MA	CMJ
Hyannis	CMJ

AFFIRMATIVE MARKETING

The firm has been and remains committed to a policy of non-discrimination in hiring and employment.

EDWARD W. BROOKE, LEGAL COUNSEL

Over the last 15 years, Mr. Brooke has played an active role in formulating national housing policy, particularly as it affects low income tenants. He has authored or co-authored: The Brooke Amendments to the U.S. Housing Act of 1938, the Brooke-Cranston Tandem program, the Young Families Housing Act, the Fair Housing Act, and numerous amendments to housing authorization and HUD appropriations bills.

Mr. Brooke has worked with low income tenant organizations throughout the country to achieve improved living conditions in public housing and to promote racially and economically integrated housing opportunities. He has personally worked with Boston public housing tenant leaders and BHA personnel to improve conditions in Boston public housing. On a number of occasions over the past 15 years he has met with tenants at Columbia Point to discuss their problems.

When he left the U.S. Senate in 1979, Mr. Brooke became Chairman of the National Low Income Housing Coalition and has devoted a considerable amount of his time on a pro bono basis to testifying and lobbying for low income housing programs. He also served as a member of President Reagan's Commission on Housing.

Mr. Brooke has been actively involved in obtaining funding for the BHA and for community development projects in the City of Boston, as well as other communities throughout Massachusetts. He has worked closely with HUD and other Federal agencies to obtain grants for construction of public improvements of all kinds throughout the Commonwealth. Some of these grants have involved public/private partnerships.

PROJECTS PENDING/UNDER CONSTRUCTION

(1) Mr. Brooke does not have major responsibility with respect to any other developments pending or under construction.

AFFIRMATIVE ACTION

(2) Significant Minority representation on the development team will be provided by Edward W. Brooke. Mr. Brooke will be working as an independent legal consultant.

His address is 2500 Virginia Avenue, N.W., Washington, D.C., 20037.

FINANCIAL AND CREDIT INFORMATION

CMJ, Inc., is the principal of the proposed development entity. The following material constitutes the disclosure and statement required by items 2a(2) and 2a(3) of the Request for Developer Proposals.

OFFICERS AND DIRECTORS

Joseph E. Corcoran
President & Director

Joseph E. Corcoran entered the real estate industry in 1960 with John M. Corcoran and Company. In 1963, he was named Director of Sales & Marketing. In 1966 he joined brothers John and Leo as a co-principal in Corcoran Development Trust which developed, built and managed luxury residential complexes. In 1971, Joseph Corcoran formed Corcoran, Mullins, Jennison, Inc. and has served since then as President.

Mr. Corcoran is a 1959 graduate of Boston College. In 1975 he completed a four-year gubernatorial appointment as Chairman of the Board of Registration of Real Estate Brokers and Salesmen for the Commonwealth of Massachusetts. He has authored and had enacted two major state laws on housing. He has written essays on housing and has spoken at national housing conferences on the economic and social feasibility of new mixed income communities.

In June 1978 he received a gubernatorial appointment to the Special Commission Relative to Housing Production and Neighborhood Revitalization.

Joseph R. Mullins
Vice President & Director

Joseph R. Mullins has been Vice President of Corcoran, Mullins, Jennison, Inc. since its inception in 1971. His area of specialization is government programs.

After graduating from Boston University in 1960, Mr. Mullins joined the Federal Housing Administration. In the next eight years, as a Multi-Family Appraiser, he had full responsibility for site inspections, economic feasibility studies, and issuance of firm commitments to insure, under the various HUD/FHA programs.

In 1968 Joe joined Corcoran Development Trust specializing in government program consulting.

Gary A. Jennison
Vice President, Treasurer, and Director

Gary A. Jennison joined Corcoran, Mullins, Jennison, Inc. as Chief Financial Officer in 1972.

From 1967 to 1971, he was on the professional staff of Coopers and Lybrand, Certified Public Accountants, specializing in the structuring of various types of real estate transactions.

In 1971, he joined Boston Financial Technology Group as Vice President where he was responsible for the review of construction and operations for approximately 100 low, moderate and luxury housing developments representing over 15,000 units. Mr. Jennison also served on the Board of Directors of Corcoran, Mullins, Jennison, Inc. during this period.

Mr. Jennison received a Bachelor's Degree in accounting from Bentley College, a Master's Degree from the University of Massachusetts, and is a Certified Public Accountant. He currently serves on the Board of Directors of the Rental Housing Association and the Builders Association of Greater Boston.

A. Jeffrey Dando
Clerk & Director

A. Jeffrey Dando, Esquire, has served as Clerk and Director of Corcoran, Mullins, Jennison, Inc. since its inception. He is a partner in the law firm of Goodwin, Procter & Hoar, Boston, Massachusetts, the company's legal counsel.

Mr. Dando has an undergraduate degree in Civil Engineering from Cornell University and an LLB from Cornell Law School.

Coopers
&Lybrand

certified public accountants

To the Board of Directors of
Corcoran, Mullins, Jennison, Inc.:

We have examined the balance sheet of Corcoran, Mullins, Jennison, Inc. at December 31, 1981, and the related statements of income and retained earnings and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the financial statements referred to above present fairly the financial position of Corcoran, Mullins, Jennison, Inc. at December 31, 1981, and the results of its operations and changes in its financial position for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Coopers + Lybrand

Boston, Massachusetts
March 29, 1982

5192 21

CORCORAN, MULLINS, JENNISON, INC.

FINANCIAL STATEMENTS

for the year ended December 31, 1981

Coopers
&Lybrand

Certified Public Accountants

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